

Volunteers in Homeland Security Conference

Austin TX November 2003

Sponsored by:

FEMA Region VI

**Disaster Ready Austin
City of Austin Office of Emergency Management**

**Tulsa Mayor's Citizen Corps
Tulsa Partners, Inc.**

Forward

How inspiring to live in a nation that encourages its citizenry to volunteer! The structure of the Citizen Corps has been designed to do just that--encourage volunteer activities and support the interaction between them for the benefit of all. Citizen Corps includes the programs of Community Emergency Response Teams, Medical Reserve Corps, Neighborhood Watch and Volunteers in Police Service. The need for volunteerism has been shared with the people of the United States, and the response is that each program is growing! Disaster Ready Austin, FEMA Region VI, and Tulsa Partners, Inc. are pleased to have co-sponsored this first ***Volunteers in Homeland Security*** conference. The conference mission of volunteer empowerment through training, sharing, and networking was achieved only through the participation of dedicated speakers, attendees and staff.

A fundamental goal of the conference was to bring together elements crucial to program success:

- Resources to answer questions at the national and state levels;
- Professionals who specialize in volunteer management willing to share their knowledge and experience;
- Grant writing resources that offer new insight on funding alternatives;
- The Corporation for National and Community Service, Society of Research Administrators International and Tulsa Community Foundation to address special topics;
- Best Practices that demonstrate creativity in program success;
- Department of Homeland Security representation from the United States Coast Guard and Office for Domestic Preparedness as well as FEMA;
- Partner agencies of Citizen Corps such as ARRL, Red Cross, NVOAD, Junior Chamber of Commerce and VFW;
- Attendees who willingly shared ideas, resources and avenues of success;

At this conference, FEMA chose to highlight the activity of resourceful people seeking solutions to common issues through "Best Practices" submissions. The challenge was to limit the selection to just a few best practices when so many were worthy of report. We have included several in these proceedings that, although they were not shared publicly at the conference, others can still greatly benefit from these exemplary efforts. Each summary of the best practices briefly states the focus of each paper and its presenting agency. Many of the papers were shared and discussed for the first time at this conference. We encourage you to continue the dialogue. As Citizen Corps transitions from FEMA to the Office for Domestic Preparedness, we hope that this written record of conference papers, highlights and conversations will continue to inspire and motivate a culture of generosity and compassion for all Americans.

Acknowledgements

I would like to extend a special appreciation to the FEMA Headquarters and Region VI representatives for their significant contributions in support of this conference. Specifically, I would like to thank Mr. Reynold Hoover, FEMA Director of National Security and Ms Liz DiGregorio, FEMA Citizen Corps National Coordinator for their commitment to regional efforts and local program success. Thanks also to Gary Jones, Acting Regional Director, FEMA Region VI. Deepest gratitude is extended to Mr. Frank Pagano, Division Director, FEMA Region VI Federal Insurance and Mitigation Division and Mr. Dennis Lee, Chief, Hazard Identification and Risk Assessment Branch, FEMA Region VI Federal Insurance and Mitigation Division for their unwavering personal and professional support and for their confidence in the success of our mission.

Sincere thanks are also extended to Tulsa Mayor's Citizen Corps and Tulsa Partners, Inc., especially Ms Ann Patton and Mr. Tim Lovell, for their collaborative expertise and critical insights in co-hosting the conference. Very special appreciation is expressed for Disaster Ready Austin and the Austin Office of Emergency Management, especially Ms Valli Wasp, Ms Lindy McGinnis, and Mr. Steve Collier, also conference co-hosts, for their creative leadership and positive enthusiasm.

The substantive contributions of Ms Paula Iaeger are sincerely appreciated as well. Her inexhaustible commitment to a cause and level of expertise in many areas made her work pivotal to the success of the conference.

Thank you all for your friendship.

Shari Brand, Citizen Corps, FEMA Region VI Insurance & Mitigation Division

As the FEMA representative for Citizen Corps in Region VI, Shari Brand served not only a fundamental role in the design and facilitation of the conference but committed the extra effort to complete this report. I wish to acknowledge the diligence and skill Mrs. Brand displayed as editor of this work

I wish to thank FEMA and each of the speakers for making their notes and slide presentations available. The background information came from discussions, recommended websites and brochures from the various agencies. There is a wealth of information available at each website listed in the final chapter. The most difficult challenge was to limit the material because each piece could help some group preparing to plan for their community. This material will be held at the University of North Texas as an online resource and available for download from the FEMA Region VI website. We do authorize the public use of this material and will provide a pdf file version upon request from FEMA Region VI.

Paula Iaeger (see attendee list for contact information).

Agenda

VOLUNTEERS IN HOMELAND SECURITY CONFERENCE

*Tuesday, Wednesday, and Thursday (morning only)
November 4, 5, and 6, 2003*

Monday, November 3

3:00 – 7:00 PM **Registration**
6:00 – 8:00 PM **Reception**

Tuesday, November 4

7:00 – 8:00 AM **Continental Breakfast**

7:30 – 8:00 AM **Conference Registration**

8:00 – 8:30 AM **Welcome**
Reynold Hoover FEMA Director of National Security Coordination

8:30 – 9:00 AM *Commander James Montgomery, Director of Auxiliary, Eighth Coast Guard District*

9:00 – 9:20 AM **Citizen Corps Overview**
Liz DiGregorio, FEMA Headquarters Citizen Corps

9:20 – 9:30 AM **BREAK**

9:30 – 10:50 AM **Panel of Citizen Corps Programs**
Moderator: Dennis Lee, FEMA Region VI
Hazard Identification and Risk Assessment Branch Chief
Community Emergency Response Team (CERT)
Sam Isenberger, FEMA CERT National Coordinator
Volunteers in Police Service
Vince Talucci, International Association of Chiefs of Police
Medical Reserve Corps
Lieutenant April Kidd, Department of Health & Human Services
Neighborhood Watch
Eric L. Schultz, Jr., National Sheriff's Association

10:50 – 11:00 AM **BREAK**

11:00 – 12:00 PM **Breakout Session A1**
Managing Unaffiliated Spontaneous Volunteers
Moderator: Valli Wasp, Austin Office of Emergency Management
Robin Popik, Volunteer Resources, City of Plano, Texas

- 11:00 – 12:00 PM **Breakout Session A2**
Getting Started (Nuts and Bolts)
Moderator: *Tim Lovell, Tulsa Mayor's Citizen Corps*
Ann Patton, Tulsa Mayor's Citizen Corps
- 11:00 – 12:00 PM **Breakout Session A3**
Volunteer Management/Recruitment/Training
Moderator: *Lindy McGinnis, Austin Office of Emergency Management*
Kathy McCleskey, KM Consulting and Training Connection
- 12:00 – 1:20 PM **Working Networking Lunch**
- 1:20 – 1:30 PM **BREAK**
- 1:30 – 3:15 PM **Citizen Corps States Updates**
Moderator: *Frank Pagano, FEMA Region VI Insurance and Mitigation Division Director*
Arkansas
Ray Briggler, Arkansas Department of Emergency Management
Louisiana
Elizabeth Oliver, Louisiana Office of Emergency Preparedness
New Mexico
Don Aunapu, New Mexico Office of Emergency Management
Oklahoma
Linda Soos-Davis, Oklahoma Department of Civil Emergency Preparedness
Texas
Erin McCormack, Texas Association of Regional Councils
- 3:15 – 3:30 PM **BREAK**
- 3:30 – 5:30 PM **Panel of National Citizen Corps Affiliates**
Moderator: *Shari Brand, FEMA Region VI Citizen Corps*
American Radio Relay League – Jim Haynie
United States Junior Chamber – Kevin Sutton
Veterans of Foreign Wars – Roy Grona
American Red Cross – Carol Hall
National Voluntary Organizations Active in Disasters – Ande Miller
- 6:00 – 8:00 PM **Barbeque Dinner Buffet**
- 8:00 – 10:00 PM **Reception for Dr. William Caskey (optional)**
Society for Research Administrators International

Wednesday, November 5

- 7:00 – 8:00 AM **Continental Breakfast**

- 8:00 – 8:15 AM **Welcome Back**
Linda Soos-Davis
Oklahoma Department of Civil Emergency Management
- 8:20 – 9:20 AM **Breakout Session B1**
Addressing Diversity within the Community
Moderator: *Dave Baer, Tulsa Mayor's Citizen Corps*
John Apodaca, American Red Cross, Chisholm Trail Chapter, Texas
Martin Martinez, State of New Mexico Tribal Liaison
Ann Hutchison, City of Austin Office of Emergency Management
Anne Shelley, National Conference for Community and Justice
- 8:20 – 9:20 AM **Breakout Session B2**
Integrating Volunteer Programs in the Community
Moderator: *Tim Lovell, Tulsa Mayor's Citizen Corps*
Mary Finley, Tulsa Volunteer Center
Rita Massey, Monroe, Louisiana Retired Senior Volunteer Program
Gloria Reeves, Central Texas United Methodist Church
- 8:20 – 9:20 AM **Breakout Session B3**
Managing Unaffiliated Spontaneous Volunteers
Moderator: *Valli Wasp, Austin Office of Emergency Management*
Robin Popik, Volunteer Resources, City of Plano, Texas
- 9:20 – 9:30 AM **BREAK**
- 9:30 – 10:30 AM **Breakout Session C1**
Getting Started (Nuts and Bolts)
Moderator: *Tim Lovell, Tulsa Mayor's Citizen Corps*
Ann Patton, Tulsa Mayor's Citizen Corps
- 9:30 – 10:30 AM **Breakout Session C2**
Volunteer Management, Recruitment, Training
Moderator: *Lindy McGinnis, Austin Office of Emergency Mgmt*
Kathy McCleskey, K M Consulting and Training Connection
- 9:30 – 10:30 AM **Breakout Session C3**
CERT Part 1, New Terrorism Module
Moderator: *Ron Van Voorhis, Tulsa Mayor's Citizen Corps*
Chris Callsen, City of Austin Office of Emergency Management
Sam Isenberger, FEMA CERT National Coordinator
- 10:30 – 10:40 AM **BREAK**
- 10:40 – 11:40 AM **Breakout Session D1**
Addressing Diversity within the Community
Moderator: *Dave Baer, Tulsa Mayor's Citizen Corps*
John Apodaca, American Red Cross, Chisholm Trail Chapter, Texas
Don Scott, Emergency Management Coordinator for Bernalillo County NM
Ann Hutchison, City of Austin Office of Emergency Management
Anne Shelley, National Conference for Community and Justice

- 10:40 – 11:40 AM **Breakout Session D2**
Integrating Volunteer Programs in the Community
Moderator: *Tim Lovell, Tulsa Mayor's Citizen Corps*
Mary Finley, Tulsa Volunteer Center
Rita Massey, Monroe, Louisiana Retired Senior Volunteer Program
Gloria Reeves, Central Texas United Methodist Church
- 10:40 – 11:40 AM **Breakout Session D3**
CERT Part 2, Continuation of Part 1/Questions & Answers
Moderator: *Ron Van Voorhis, Tulsa Mayor's Citizen Corps*
Chris Callsen, City of Austin Office of Emergency Management
Sam Isenberger, FEMA CERT National Coordinator
- 12:00 – 1:20 PM **Working Lunch**
- 12:30 – 1:00 PM **Captain Don Lee**
City of Los Angeles Fire Department
"First Responder—Volunteer Relationships"
- 1:20 – 1:30 PM **BREAK**
- 1:30 – 2:45 PM **Best Practices**
Moderator: *Harry Noftsker, FEMA Region VI Volunteer Agency Liaison*
Programmatic
Medical Reserve Corps
Stephen Cooney, Harris County, Texas Citizen Corps
Volunteers in Police Service
Dana Riley, Garland Police Department
Community Emergency Response Team
Larry Wright, Chief, Rowlett Fire Department
Neighborhood Watch
Tim Lovell, Tulsa Mayor's Citizen Corps
- 2:45 – 3:00 PM **BREAK**
- 3:00 – 5:00 PM **Resources for Volunteers Panel**
Moderator: *Charlie Briggs, Executive Director, Texas Commission on*
Volunteerism and Community Service
Dr. William Caskey, Society of Research Administrators
Martha Fleming, Corporation for National and Community Service
Phil Lakin, Tulsa Community Foundation
Jim Gregory, Department of Homeland Security
- 7:00 – 9:00 PM **Special Session (optional)**
Best Practices Biodefense and the Community
Moderator: *Dennis Lee, FEMA Region VI*
Hazard Identification and Risk Assessment Branch Chief
Biodefense
Indian Health Service
Kimberly Houk, Shiprock Agency, Northern Navajo Medical Center
Agriculture—Business Homeland Security Initiative
Colleen Halliburton, Golden Triangle RSVP

Preparing for the Threat of Bioterrorism

Harry Smith, Greater San Antonio Hospital Council

Special Address

Dr. William Caskey, Society of Research Administrators International

Thursday, November 6

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| 7:00 – 8:30 AM | Continental Breakfast |
| 8:30 – 8:45 AM | Welcome Back
<i>Elizabeth Oliver, Louisiana Office of Emergency Preparedness</i> |
| 8:45 – 10:00 AM | Best Practices
Moderator: <i>Ray Briggler, Arkansas Department of Emergency Management</i>
<u>Special Initiatives</u>
Rapid Response Teams
<i>Christel Barnes, American Red Cross, Central Arkansas</i>
McReady
<i>Kevin Hern, McDonald's owner/operator</i>
Congregate Care in Emergencies Training Program
<i>John Apodaca, American Red Cross Chisholm Trail Chapter</i>
Hurricane Lili – Home Repair
<i>Sarah Schoeffler, Louisiana United Methodist Disaster Recovery</i> |
| 10:00– 10:30 AM | BREAK |
| 10:30 – 11:15 AM | Sponsors' Comments/Awards
<i>Valli Wasp, City of Austin Office of Emergency Management</i>
<i>Tim Lovell, Tulsa Mayor's Citizen Corps</i>
<i>Shari Brand, FEMA Region VI</i> |
| 11:15 – 12:00 PM | Closing Remarks
<i>Steve Collier, Director, City of Austin Office of Emergency Management</i> |

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Chapter I National Citizen Corps Representatives

FEMA

REYNOLD HOOVER


After the posting of the colors and the pledge of allegiance to the flag of the United States of America, Liz DiGregorio introduced Reynold Hoover to begin the conference. Mr. Hoover is director of the Office of National Security Coordination in the Department of Homeland Security's Federal Emergency Management Agency (FEMA). In that capacity, Mr. Hoover is responsible for the federal government's continuity of government, continuity of operations and national contingency programs. Previously, he served as chief of staff for then-FEMA Director Joe M. Allbaugh and was responsible for the day-to-day operations of the agency and for executing the priorities and policies of the FEMA director. In the current and previous position he has demonstrated a thorough understanding of the Citizen Corps program and spoke of the changes about to occur in the funding of the four components of the program. Mr. Hoover addressed the more than 200 attendees and thanked them for their efforts in their own communities and for participating in the conference. He stated a message that would be repeated often during the conference – “the changes that are happening to Citizen Corps are designed to make the system more efficient and allow a centralization of resources.” He extended the apologies of Chief Paulison who was unable to attend because of the mammoth forest fires affecting California. He thanked FEMA Region VI for hosting the conference along with the Mayor's Citizen Corps of Tulsa Oklahoma and Disaster Ready Austin.

FEMA

LIZ DIGREGORIO

Liz DiGregorio is the FEMA liaison to the White House for Citizen Corps. Citizen Corps is part of the President's initiative under the umbrella of USA Freedom Corps. Citizen Corps fosters a culture of service, citizenship and responsibility by bringing together volunteers and the first responders in a community to find ways to make a community safer, stronger and better prepared for all emergencies. There are four programs that together form Citizen Corps. Neighborhood Watch (NW) has been expanded to incorporate terrorism awareness and education into its existing crime prevention mission. NW also serves as a way to bring residents together to focus on disaster preparedness and training. Volunteers in Police Service (VIPS) provides support for resource-constrained police departments by incorporating civilian volunteers so that law enforcement professionals have more time for frontline duty. Another fast-growing program called Community Emergency Response Teams (CERT) is used to train people in neighborhoods, the workplace, and schools. They are trained in basic disaster response skills, such as fire suppression, urban search and rescue, and medical operations, and helps them take a more active role in emergency preparedness. The fourth program that has also seen great growth under Ms DiGregorio's tenure is the Medical Reserve Corps. This program coordinates volunteer health professionals, as well as

other citizens with an interest in health issues. The focus is to provide ongoing support for community public health needs and resources during large-scale emergencies. These services include assisting emergency response teams, providing care to victims with less serious injuries, and removing other burdens that inhibit the effectiveness of physicians and nurses. Ms. DiGregorio is responsible for developing the national strategy for Citizen Corps and for overall coordination of the program's implementation. She knows where growth is occurring and where it is needed. She reminded the attendees of the deadlines for funding grants and the level of awards. Ms DiGregorio was able to address very specific concerns of the audience; she is doing everything possible to make the transition from FEMA to the Office for Domestic Preparedness as smooth as possible to avoid any interruptions in the existing Citizen Corps programs. She emphasized the need for implementing an entire strategy for citizen preparedness and support. The structure of Citizen Corps councils and the need to adhere to the reporting process to document change and program commitments was also part of her presentation. She also appreciated the effort of those who attended the conference and planned it. With both presentations, it was obvious that the leadership of Citizen Corps and FEMA is built on people with a wealth of experience and enthusiasm for enabling others. Liz DiGregorio introduced the panel of experts on the individual programs that together, define Citizen Corps, and of which she is rightfully proud.



Chapter II Citizen Corps Program

Community Emergency Response Teams

SAM ISENBERGER

Sam Isenberger, FEMA National CERT Coordinator, provided background on the design of Community Emergency Response Teams. Following a major disaster, first responders who provide fire and medical services will not always be able to meet the demand created by heavy casualties, communication failures or infrastructure damage. People will have to rely on each other for help in order to meet their immediate life sustaining needs when they are unable to access emergency services they have come to expect at a moment's notice. Experience shows that under emergency conditions, family members, fellow employees, and neighbors spontaneously try to help each other. This was the case following the Mexico City earthquake where untrained spontaneous volunteers (USV) saved 800 people. Basic training could have saved at least 100 people who lost their lives while attempting to save others. This is a high price to pay and preventable through CERT training. Through training, citizens can avoid secondary explosions by learning to shut off gas valves, and extinguishing small fires. With the first aid training the CERT member can treat life-threatening situations by maintaining an open airway, controlling bleeding, and monitoring for shock. This training on basic medical aid includes understanding triage and psychologically preparing for large numbers of casualties. Critical skills in search and rescue, victim's safety; and command structure reduces the danger of letting untrained spontaneous volunteers work alone. Mr. Isenberger has advocated for and currently oversees this training effort for FEMA .

There are four steps in preparing a community to safely respond to emergencies. First, present citizens the facts about what to expect following a major disaster in terms of immediate services. Second, give the message about their responsibility for mitigation and preparedness. Third, train them in needed life-saving skills with emphasis on decision-making, prioritizing and rescuer safety. Fourth, organize teams so they can provide immediate emergency help where needed until professional services arrive.

CERT courses are often delivered in communities by a team of first responders who have the requisite knowledge and skills. This model of educating the average citizen was developed by the Los Angeles Fire Department when they created the first Community Emergency Response Teams. It is suggested that the instructors complete a CERT Train-the-Trainer (TTT) course before sharing this material. Emergency Management Institute (EMI) and state training offices provide TTT courses. Training techniques that have proven effective in Los Angeles, serve as the standard for the delivery of CERT coursework. By the end of this calendar year, it is estimated that there will be almost 2,000 trained trainers to help Region VI move forward with necessary local training.

Mr. Isenberger is committed to the success of Community Emergency Response Teams. He has a wide range of experience in education, business and defense. He joined EMI in 1991 and brings the passion for carefully designed curriculum to his role as National CERT coordinator. Under his leadership, FEMA has supported the need to train the trainers first, before expanding CERTs in local neighborhoods. It is the presenting of well-designed material through well-prepared trainers that will guarantee the safety of CERT members and the willingness of first responders to utilize this value community resource. His participation at this conference, when so many communities are just beginning to form their CERTs, was of great benefit.

Medical Reserve Corps

LT. APRIL KIDD

Lieutenant April Kidd represented the Medical Reserve Corps (MRC). The mission of the MRC is to support the contributions of local medical and health volunteers throughout the year as well as during times of critical need. Since September 2002, more than 167 MRC units have been formed or are in the planning stages in 44 states. MRC units are community-based: locally organized and locally utilized.

MRC volunteers supplement existing local public health and emergency response capabilities. MRC provides support to help local groups recruit, train, and utilize medical, health and other support volunteers. Units are supported by a variety of organizations, such as:

- Departments of public health
- Medical centers/hospitals
- Medical societies
- Emergency management offices
- Citizen Corps councils
- Municipal governments
- Police departments
- Volunteer centers
- Faith-based organizations
- American Red Cross
- Regional planning groups
- Non-profit community organizations

Lt. Kidd stressed that the entire Medical Reserve Corps organization requires intense cooperation with the public and private sectors. Preplanning and network development is critical to MRC success, and many larger cities have regional committees that help unify community health resources involved with emergency planning. In addition to the umbrella organizations mentioned above, medical and technology schools can be tapped for collaboration. Corporations, military installations and non-medical colleges can also play an important part in the MRC program success. Lt. Kidd also explained that MRC volunteers include more than doctors and nurses. Dentists, veterinarians, optometrists, epidemiologists and other medical specialists also contribute in substantive ways. Giving peripheral support to the medical mission of MRC are service providers such as interpreters, chaplains, ham radio operators, administrators and logistic experts. Lt. Kidd's presentation provided participants an impressive overview of the scope and mission of the Medical Reserve Corps.

Neighborhood Watch

ERIC SCHULTZ

For more than 60 years, the National Sheriffs' Association has been committed to the safety and security of America's communities. For more than 30 years, the national Neighborhood Watch program, an initiative of the National Sheriffs' Association (NSA), has been one of the most effective ways for citizens to become involved with law enforcement for the protection of our neighborhoods. The USA Freedom Corps is a White House initiative designed to increase opportunities for citizens to get involved in strengthening America's communities and sharing America's compassion around the world, through volunteerism. The USA Freedom Corps includes Citizen Corps along with two previously existing federal service organizations, the Peace Corps and the Corporation for National and Community Service. USAonWatch (UOW) was created by the National Sheriffs' Association, in conjunction with several well-known federal agencies, to advance this cause by encouraging the initiation and/or revitalization of Neighborhood Watch programs throughout the country. Neighborhood Watch is one of the oldest and best-known crime prevention programs in history, and was created to unite law enforcement agencies, private organizations, and individual citizens in a massive effort to reduce residential crime. The National Sheriffs' Association is the founder of the UOW/Neighborhood Watch program, and serves as the primary contact to oversee the program. The National Sheriffs' Association is not a government agency. It is a non-profit organization dedicated to raising the level of professionalism among those in the criminal justice field. The technical resources they offer include multimedia tools and written publications.

The NSA, in cooperation with the U.S. Department of Justice, has expanded Neighborhood Watch to include homeland security activities into its new mission. In addition to crime prevention, NW has a new purpose - to engage citizens in:

- Terrorism Awareness
- Emergency Preparedness
- Emergency Response Training

Eric Shultz explained that there are three phases to this expansion process.

- Phase 1: Communication is key to any venture and in planning to meet the objectives, a website was designed to allow easy access to information such as manuals and home security books. Armed with information and resources, programs can grow and citizens can better participate in the process.
- Phase 2: Improve communications with a newsletter, interactive calendar and success stories. This has provided a forum for shared ideas that will make the program stronger. The challenges that face NW are different than other Citizen Corps programs because of the life cycle of this program – (growth - loss of momentum – redefinition).
- Phase 3: (the current phase) As a program, there is a need to respond to the call from law enforcement agencies and citizens to unite and form new watch groups in communities and to revitalize inactive groups. The President mandated that the NW double in size by January 2004. Mr. Schultz reported that NW will meet this goal and surpass it. They have developed tracking software to make reporting easier for local groups and have organized a national advisory committee. They have instituted a national awards program, a mentoring system, an interstate collaboration program, a corporation-involved initiative for community safety and planned conferences to share insights.

Homeland Security begins with our homes and neighborhoods. Local crime is every citizen's concern but so is terrorism. It is through Neighborhood Watch that a car out of place will be noticed

and acted upon; it is through this program that law enforcement will find support in times of difficulty. Neighborhood Watch is an important component of the Citizen Corps program.

Volunteers in Police Service

VINCE TALUCCI

The goal of Volunteers in Police Service (VIPS) is to enhance the capacity of state and local law enforcement to utilize volunteers, and in so doing, empower citizens and enable police to focus their attention on law enforcement tasks. Volunteers are used to supplement and support the work of sworn officers and civilian staff. The specific tasks that VIPS support varies from jurisdiction to jurisdiction, often dictated by need, vision and budget. Specific tasks can include:

- Search And Rescue
- Clerical And Administrative Tasks
- The Chaplain Programs
- Interpretation
- Traffic Directing At Community Events
- The Explorer Program
- Citizen Advisory Boards
- Vacation Checks
- Emergency Preparedness Exercise Preparation (Often As Victims)
- Community Outreach
- Educational Events
- Sports Programs Like Police Athletic League
- Interface With Neighborhood Watch
- Marine Patrols
- Park Patrols
- Customer Service Aspects Of The Department

The VIPS help lines of communications stay open between the men and women that are sworn to protect and serve, with the population they serve. VIPS is associated with many organizations as they seek to not recreate what already exists, but rather support and define programs that encourage volunteerism.

VIPS, works in concert to network resources with the White House Office of the USA Freedom Corps, United States Department Of Justice (DOJ), Department of Homeland Security (DHS), and Department of Health and Human Services (HHS). The program is actually managed and implemented by the International Association of Chiefs of Police (IACP) and funded by the Bureau of Justice Assistance, within the DOJ. IACP is the world's oldest and largest professional law enforcement organization, with 20,000 members in 100 countries. Its role in VIPS is to promote volunteerism in policing and, educate both law enforcement agencies and volunteers on how the program works. IACP has agreed to create a searchable database on law enforcement volunteer programs to allow prospective volunteers to identify agencies that can use their skills. Because of the knowledge in this organization, they have also agreed to help create guidelines for jurisdictions that want to create a VIPS program. Volunteer programs add skills, depth, resources, and support to an agency. While there is a cost to establishing and maintaining a volunteer program, agencies find that the return on investment can be significant. When the VIPS program began, there were 79 departments in 27 states. Today, there are 37,500 Volunteers in Police Service that serve in 685 departments in 50 states and territories. To view the launch of this initiative on a webcast go to

<http://www.policevolunteers.org/news/webcast.htm>. The home site, <http://www.policevolunteers.org/> offers resources and best practices, as well as thoughtful answers to any questions about the program. Mr. Talucci was justifiably proud of the resources and ability to educate and motivate volunteerism. Citizen Corps, in cooperation with IACP, has designed a sustainable program that is committed to encouraging volunteers to help make a more secure homeland.

Chapter III State Citizen Corps Representatives

Arkansas Citizen Corps

RAYMOND BRIGGLER

The good news in the beautiful state of Arkansas is that citizen support and activity leading to safer communities is taken seriously by all parties, and is progressing well. In just one year, Citizen Corps councils have achieved statewide representation. There are 34 local entities participating on the city and county level along with 77 EMPG jurisdictions. There are 16 registered Citizen Corps councils currently active in Arkansas, with many working through Local Emergency Planning Commissions. The structure and organization of these groups will lead to further cooperation across the state and FEMA Region VI.

Community Emergency Response Teams (CERT) require trained personnel to implement the training program. CERT training is focused on helping each person prepare his/her family, the community and the state. It is designed to increase awareness to potential risks and to acquire the skills to work within an Incident Command Structure. Arkansas has nearly 100 trainers ready to meet the needs of forming local CERTs. The numbers help tell the story. There are 300 citizens trained to assist their neighbors in times of disaster and another 200 expected to join their ranks by the end of the calendar year 2003. These people are recruited from local neighborhood associations, schools, churches, private sector companies and small rural communities. Arkansas has had a long history of one neighbor helping another, especially in the rural areas where medical help may be delayed because of road conditions or weather. Now they have the tools to do a safer job and assist first responders when necessary. Refresher training and the highlighting of local success stories are incorporated into the CERT program design.

Mr. Briggler also reported on the planning activities for Neighborhood Watch, Medical Reserve Corps and Volunteers in Police Service. His goal is to develop a simple reporting system that reduces paperwork and reporting time, while maintaining accuracy and accountability. The organization of the 16 registered Citizen Corps councils will enhance the communication and information flow of proven solutions and best practices. This will help reduce the learning curve for all jurisdictions in the state. Continued focus on organization and effective networking will empower the people of Arkansas to fully participate in preparing for and responding to the next disaster. The state will weather whatever storm approaches with a more informed populace.

Louisiana Citizen Corps

ELIZABETH OLIVER

Elizabeth Oliver addressed the conference with an update of Citizen Corps activities in Louisiana. Currently, Louisiana has 35 Citizen Corps councils working locally to build emergency readiness capabilities. In 2003, 28 parishes received more than \$313,000 in Citizen Corps and CERT grants. More than 100 citizens were trained as CERT members and 7 parishes registered new CERT teams. The key to the success of these efforts has been the local emergency planning commissions (LEPCs). Ms Oliver discussed strategies Louisiana will employ to re-energize and expand the role of LEPCs as the Citizen Corps program expands.

Ms Oliver also shared issues that remain along with lessons learned regarding local implementation. She emphasized the importance of sharing assets to reduce supply costs for CERT kits and manuals. Also, fire departments currently provide the expertise and manpower to train the trainers for CERT, and Elizabeth has given special effort to maintain this collaboration. Communication across boundaries has also proved a challenge that will hopefully resolve itself as councils take more ownership of their programs.

The goals for the Citizen Corps of Louisiana are to expand Citizen Corps councils and CERT programs in the remaining 30 parishes and encourage more activity from the State Council. Louisiana is a beautiful state with a diverse population that has a remarkable history of working together to prepare for and recover from disasters.

New Mexico Citizen Corps

DONALD AUNAPU

New Mexico has worked very hard this year to prepare the population to face emergencies. Mr. Aunapu reported that there are now trained CERT trainers and purchased CERT kits. There has been a great effort to involve the Native American community and work within the cultural concerns of such a diverse population. The activity varies county by county, but all are working toward better communication.

Bernalillo County has started by training enough trainers to meet their needs. Albuquerque is expanding the Neighborhood Watch program, and there is strong interest in VIPS. Chaves County sponsored a "CPR Saturday" to train residents in this life saving technique. The residents provided the volunteer manpower to label each house in the Lake Arthur area to help emergency responders arrive at the right property. Service fairs were used throughout the county to help educate the residents. Rio Rancho's CERT council in Sandoval County was formed and was the first to conduct jurisdictional training. The volunteer program reached out to the citizens in many ways, including smoke alarm awareness and testing. Santa Fe formed a council through the LEPC and scheduled twelve Citizen Corps training sessions. Sierra County was the first county to form a Citizen Corps Council and has also taken great strides in training CERT members. Mr. Aunapu shared photos of the CERT training and teams activities.

He reported that the following counties were awarded CERT grants to keep the program moving:

- Bernalillo
- Chaves
- Eddy
- Rio Rancho
- San Juan
- Santa Fe
- Sierra

Formed councils allow for a reduction in redundant programs, better use of resources, increased awareness of best practices, better communications, and a cooperative attitude that transcends boundaries. Mr. Aunapu's entire presentation was one that spoke of laying the groundwork to prepare for the challenges of 2004.

Oklahoma Citizen Corps

LINDA SOOS-DAVIS

Oklahoma is a diverse state that has a history of disasters and recovery. Much of the resiliency can be credited to organizational skills and communication between the various levels of government. Ms Soos-Davis was enthusiastic about the progress that Oklahoma has made in Citizen Corps involvement. She mentioned that one of the hosts of the conference was Tulsa Mayor's Citizen Corps that shared not only the burden of the conference, but provided several best practices. Oklahoma was well represented at this conference.

Medical Reserve Corps are being formed, and there is productive collaboration within the region that will encourage a successful outcome. VIPS are forming and the Neighborhood Watch is being supported. The real growth has been in CERT training and implementation. Ms Soos-Davis explained the components of their CERT kits and highlighted the need to have adequate protection. A major concern that she shared was the need to have durable hard hats with side visors as a primary component of each kit. She explained that the need for side protection for the head was realized as a result of the Oklahoma City bombing tragedy.

One of Linda's attributes is her capacity to understand the varying needs of the remote areas of her state as well as the cities. Her passion for a statewide preparation came through with almost every comment. As the point of contact for Citizen Corps for the entire state, she is very sensitive to the diverse population that she serves. At statewide and county cultural celebrations, she encourages awareness booths or CERT demonstrations. Working with the tribal leaders allows her to plan for specific needs to tailor programs that accommodate cultural needs. But diversity is not just a matter of ethnic background; it is also the wide range of economic factors. Ms. Soos-Davis has helped rural populations make plans for sustaining the economic base after a disaster by taking into account the livestock and special needs that arise from open space. One such need is the impending threat of bioterrorism that could risk the food supply or production facilities. She supports the independent spirit of Oklahomans by listening to their ideas without imposing a one-plan-fits-all approach to homeland security.

The growth of the CERT program has been as phenomenal, but Linda is equally proud of the other components of Citizen Corps. Oklahoma has faced many tornadoes, floods and other disasters, but the message that with each event the training improves, the skills are honed and lives are saved was encouraging. The coordination of the Citizen Corps resources with other agencies will help promote a more resilient Oklahoma. Like so many other speakers at this conference, Linda's official words were a small part of the real value she brought to the conference. She attended the entire event and was often seen in small group conversations with students, CERT members and other participants. FEMA wishes to thank all of the points-of-contact for their willingness to mentor, train and encourage others.

Texas Citizen Corps

ERIN MCCORMACK

As of 2003, local Citizen Corps councils, representing more than 100% growth, serve thirty-three percent of the Texas population. The number is even more impressive for the formation of CERTs in Texas from three before federal funding, to more than 34 active teams that serve 40% of the Texas population. Neighborhood Watch, Volunteers in Police Service and

Medical Reserve Corps are also growing. It's more than numbers. By having neighbors helping neighbors, the opportunity to train in schools, churches and communities increases. Information to help our citizens prepare will result in more secure and disaster-resistant cities and towns. Ms McCormack pointed out the need to accomplish goals through collaborative efforts. Her office interacts in partnership with the National Citizen Corps, the Governor's office, local governments, Regional Councils of Government and Citizen Corps councils. In February of this year, an advisory group of public officials and citizens was formed to help provide guidance on outreach and direction, as well as organize new councils and support existing ones. This group includes representatives from educational institutions, the medical community, public health sector, community-based organizations plus emergency and first responders.

Texas has some significant challenges that are also some of the rich resources of the state. The Gulf of Mexico provides the third longest ocean coast in the nation, and with its active international commerce, provides much needed income for the state. It also increases the risk of spills and leaks and requires additional security. The state is also prone to natural disasters such as hurricanes and tornadoes. With the petrochemical industry, farming, cattle and military bases, Texas is an attractive target for potential terrorist activity. Texas also has the longest international border, creating unique challenges.

The state level of Citizen Corps has the task of helping with program direction and grant guidance, training and exercises, and communication among the Citizen Corps councils. Texas Association of Regional Councils (TARC) was organized in 1973 as an association of Texas' 24 regional councils of governments (COG) and covers more than 2,000 communities. TARC is the administrative entity for the regional structure, and is assigned by the governor to administer the Citizen Corps program. It is this group that receives the grant applications, helps with educational programs, prioritizes needs and verifies the activities of the local Citizen Corps councils. The local government sponsors the Citizen Corps council and guarantees accountability and interaction. This structure within Texas allows for local control as demonstrated by the fact that 84% of the 1.1 million dollar award for the Texas Citizen Corps program passed through local control (9% more than required by law). The fact that 80% was released into local hands by June is another indication that this structure is effective. The growth is just beginning. The CERT program now has more than 450 trained trainers to help local teams grow and learn life-saving skills. The funding for 2004 will increase and again, there is a commitment to get those funds into the hands of local control as soon as the application is approved. Not only does the organization of the system spell success, it provides the support necessary for the local leadership to excel. The fact that funding reaches each jurisdiction is critical to marshal resources to train the citizens and make local communities more resilient to disasters. The concept that "all disasters are local" was never more true than in Texas, with its wide range of needs and circumstances. The astounding success that Texas has seen in 2003 is a credit to all levels of involvement from government to the private citizen.

Chapter IV Citizen Corps National Affiliates

American Red Cross (ARC)

CAROL HALL

Carol Hall represented the American Red Cross (ARC). Ms Hall is the director of the Weapons of Mass Destruction and Terrorism (WMD) program for ARC. The experience that American Red Cross brings to volunteer management and motivation is as broad as it is deep. Ms. Hall came to the conference to share information and address questions attendees had regarding their services. The Red Cross has joined in the effort to train CERT trainers and to prepare communities for emergencies. It leads the way in many communities to form local VOADs and COADs. Our nation's military men and women are provided with vital messages from home via the Red Cross. They also assist in preparing communities for emergencies of any kind, are a primary responder to such events, and filter information to schools and nursing homes. The national level of ARC has agreed to help organize Citizen Corps councils wherever needed.

As each panelist described his or her program, it became very clear that the affiliates are vibrant, enthusiastic, independent, and have the same commitment to excellence and empowerment engendered by each of the Citizen Corps programs.

American Radio Relay League (ARRL)

JAMES HAYNIE

American Radio Relay League (ARRL) is a new affiliate of the Citizen Corps and was delightfully represented by Jim Haynie (W5JBP). ARRL has been the ears and mouth of disasters through their network of amateur radio operators. They provide information when all else fails. These operators not only understand the importance of clear, accurate information, but they can make due when necessary because they understand how radio equipment works. This organization has a long and proud history of being part of disaster response, often serving as the only means of communication during response efforts. As we become more dependent on GPS and cellular phones, the ARRL continues to be the most reliable means of communication. Throughout the conference speakers and attendees attested to the value of ARRL with stories of rescue and support during disasters. We heard about ARRL's initiative to include more high school students in their outreach process, in order to give them skills that benefit their community. Jim Haynie shared an informative presentation narrated by another member of the ARRL, Walter Cronkite (KB2GSD). Thousands of ARRL volunteers were busy working the California fires while this conference was meeting, each a vital link in the chain of communication to help share information that meant life or death. Mr. Haynie's program was well known to all of us that have depended on the professionalism of his organization in times of crisis. Citizen Corps values ARRL, not as a backup to other means of communication, but instead, as one of the most dependable forms of communication during an emergency. ARRL has the expertise that can help design the infrastructure necessary to get emergency communications aligned with what is needed during a catastrophic event. Like Ms Miller of NVOAD stated, the time to actively plan for that next event is now, not when it happens. Through its foresight and planning, ARRL has been available whenever needed. The positive impact that the men and women who make up this dedicated army of professional amateurs is a valued gift. All of us that have benefited from their service cannot thank them enough, and Citizen Corps is proud to recognize their contribution.

*Junior Chamber of Commerce (Jaycees)*KEVIN SUTTON

Also participating on this panel of FEMA national affiliates was the Junior Chamber of Commerce or the Jaycees, represented by Kevin Sutton. Under Secretary for Emergency Preparedness and Response and FEMA Director Michael D. Brown, announced in March an official affiliation between The United States Junior Chamber (Jaycees) and the Citizen Corps initiative. At the U.S. Junior Chamber's Year-End Convention in Dallas, Texas, an affiliate partnership was signed between the Jaycees and Citizen Corps to work together to raise public awareness about emergency preparedness, first aid, disaster response training and volunteer service. This partnership will encourage communities to form local Citizen Corps councils through local U.S. Junior Chamber chapter participation and assist these councils with implementing Citizen Corps programs and practices. The U.S. Junior Chamber will also provide volunteer service opportunities that support first responders, disaster relief organizations, and community safety efforts coordinated through the Citizen Corps network of councils. Mr. Sutton reminded the conference that the power of this organization is the energy and youth that it brings to the arena of disaster preparedness and recovery. The skills that serve them well within their organization also serve the community well. Public speaking, leadership projects, mentoring and coaching skills are all necessary as cities and towns mobilize to effectively respond to emergencies. This new affiliate will lend excellence and networking skills to corporate offices and boardrooms. They know how to get a job done and have the organization necessary to learn from exercises and programs. Citizen Corps needs articulate people to share in the burden of preparing the population, and it has found an excellent partner in the Jaycees.

*National Voluntary Organizations Active in Disasters (NVOAD)*ANDE MILLER

Ande Miller was part of a panel of Citizen Corps affiliates representing National Voluntary Organizations Active in Disasters (NVOAD). Her message was loud and clear. The most successful model for effective networking is through collaborative organizations that share a common vision. NVOAD focuses on acceptable ways of working that facilitate collaboration at the local level of national affiliates. Ms Miller explained how important it is to meet your fellow agencies before a catastrophic event hits your region. The need to have liaisons in place to interact effectively and the knowledge of available resources is crucial in successful response and recovery.

National Voluntary Organizations Active in Disaster (NVOAD) is a partnership in disaster response. The organization was founded on the simple belief that the time to prepare for the next disaster is now. The time to know the assets and resources available to a community is before the need. NVOAD was formed after Hurricane Camille in 1969. The organizations that had been involved in providing resources and services to victims and communities affected by disasters shared their mutual concern about the frequent duplication of services. Beginning in 1970, representatives from these voluntary organizations began to meet together on a regular basis. The purpose of those early meetings was for participants to share their respective activities, concerns, and frustrations in order to minimize duplication of effort and manage disaster activities more efficiently. It has evolved into a model of cooperative effort. VOADs can expand into Community Organizations Active in Disasters (COAD) or other modifications of this model that collaborate with corporate partners .

After a disastrous event occurs, people need housing, food and shelter. Agencies that do not see their role as primarily focused on disasters suddenly become part of the recovery process. It is important to secure that involvement before the disaster strikes to reduce confusion. The website, www.nvoad.org is complete with sample bylaws and agreements, as well as tools for assessment and design. Ms Miller's willingness to participate in the conference is one more case of her agency acting on the same message that they publicly state. It is more than a gesture of cooperative effort; it is a commitment to collaborative leadership that Ms Miller demonstrated in her presentation and willingness to share with so many people in small group settings.

Veterans of Foreign Wars (VFW)

RAYMOND GRONA

Roy Grona proudly represented the Veterans of Foreign Wars (VFW). In August 2003, Commander-in-Chief Ray Sisk and Adjutant General John Senk signed an agreement of affiliation between the VFW and FEMA. On that occasion, Michael D. Brown, Under Secretary of Emergency Preparedness and Response, urged the VFW members to "serve one more time." This time it is to mobilize their communities to form Citizen Corps councils and be prepared to respond to local emergencies. On this panel discussion with Mr. Grona, we heard details of the concerted outreach effort to inspire VFW members to increase their service to their communities. Though the VFW is known for their local philanthropy, their mission also includes emergency preparedness and response. When disaster hits, the VFW has always responded with search efforts, recovery duties and manpower. The VFW trains members to understand and observe the chain of command so critical to emergency response. Members exhibit the proven discipline and leadership that is fostered in the armed forces. The VFW-Citizen Corps partnership enhances the capabilities of local government to sustain a safe and secure community despite potential challenges.

Chapter V Special Guest Speakers

Commander James Montgomery

UNITED STATES COAST GUARD AUXILIARY

United States Coast Guard

As the Commander of the 8th Coast Guard Auxiliary, Commander James Montgomery understands the power of volunteerism. The 37,780 active members of the Auxiliary protect air, land, and sea nationwide. This number includes 6,421 boat crews, 4,518 boat coxswains and 5,430 surface facilities. The Auxiliary Aviation also has an impressive air fleet of 295 volunteer aircraft, 435 pilots, 122 aircrews and 370 air observers. More than 2,500,000 people were impacted by the training provided by the Coast Guard Auxiliary in more the 20,000 classes and 36,427 hours of public appearances. These volunteers did almost 80,000 hours of Coast Guard administrative support, 12,000 hours of recruiting activity and 1,700,000 hours of miscellaneous activities. It is more than numbers, it is results that count. The result is that the USCG staffing budget can be reduced because of Auxiliary's history of dependable service. Last year alone, 279 people were saved, 8,745 were assisted. There are many families thankful for the diligent work of well-trained volunteers.

The Coast Guard Auxiliary also acts as an environmental specialist, charting oil flows and booming waterways, if there is a spill. They clean up and help prevent incidents with regular patrols. They assist in charting dangers and changes that could endanger others. These activities resulted in saving more that \$47 million dollars in property damage. Community service beyond environmental work is also a task that the Auxiliary does well. Whether it is the remote-controlled talking boat, "Coastie" or instructors showing safety-first tools, the Auxiliary is training the public throughout the year. A partnership between Citizen Corps and the Coast Guard's army of trained trainers is an asset to any emergency or disaster program.

Commander Montgomery brought a refreshing presentation with wonderful stories about the men and women he commands. The volunteers in each picture were real people, people with families and jobs, people committed enough to their country to give of their free time to help guard our waterways and coastlines. He spoke of good times and dedication-- to training at the Coast Guard Academy for special groups, to the value that individuals bring to an organization regardless of limitations. The outreach in education for boating safety saves lives every year that we will never hear about, because people heeded the lessons they learned. For those that don't heed the lessons, the Auxiliary is there to mitigate the damage whenever possible. The most compelling of these stories was a real life drama that might have saved thousands. An astute volunteer, after training, noticed unusual activity on the water front with someone taking pictures not of his companions on the rail, or the skyline; but of the under-girthing of bridges and harbors. He reported this and eventually a cache of film, all of infrastructure such as bridges, roadways and harbors was seized and the gentleman was deported. Did this one, well-trained volunteer foil another attack? We may never know, but I am grateful that he knew what to look for and helped guide law enforcement to a potential risk.

Commander Montgomery graciously offered to be a liaison between the USCG and the committee that will host the next conference. He and his organization can share knowledge on recruitment, management and motivation of volunteers. He knows when to step back and allow the leadership to move forward with plans and when to offer additional support. FEMA is very grateful that Commander Montgomery agreed to speak to the conference and that he stayed for the entire event to

share his experiences with others. The points of shared need and response will grow as we work together to serve this nation. It is this kind of collaborative effort encouraged by Citizen Corps and other programs that utilize volunteer efforts. Commander Montgomery has a passion for his volunteers and a deep appreciation for their efforts.

Captain Donald Lee

COMMUNITY EMERGENCY RESPONSE TEAMS

Los Angeles Fire Department

Captain Donald Lee was the guest speaker at the Wednesday lunch session. It is never easy to try to share a message while people are eating but more people were much more interested in what Captain Don Lee had to say than one more helping of food. The lunch presentation was a blend of stories, rich in lessons learned and hints on managing and training volunteers. Don came with a wealth of experience and knowledge to encourage members of newly formed CERTs that the training works, the process works and the collaboration between first responders and CERTs will work in time. The need for quality, transferable training was emphasized. Captain Lee explained that unless he is sure that the volunteer has been trained to the same standards of his department, he is reluctant to use them. This is for their safety and that of other team members. The need for discipline and structure is important and the need for a “safety-first attitude” is instilled in every person he teaches. It is not always easy to encourage professional fire fighters to utilize an established CERT in their jurisdiction. He addressed ways that this obstacle was overcome in Los Angeles over the last ten years. It is necessary to guarantee that the CERT members understand their role and how to pull back when the professionals arrive. The second solution was to encourage cross training with CERT and the professional firefighter. This is, in part, why the training is under the auspices of the fire department. Once the fire department directed the CERT training, it was more willing to utilize the resources of the team. The LA Fire Department and other parts of California have seen the benefit of training the citizens to respond to disasters. CERTs have been used in earthquakes, fires, mudslides, floods and of course in making his or her own family safe and secure.

Captain Lee mentioned several times the need to continue to motivate teams and keep their skills primed. The nature of a disaster is that it seldom announces itself before hand. The CERTs readiness is similar to the Minute Men of our early history. They are prepared to respond at a moment’s notice with the resources needed to get the job done safely. The families are secured and then the team meets at a designated area. The members understand their neighborhoods and know the immediate dangers. They designate a leader and know the protocol to support that leadership and keep the team members safe. They have exercised together and prepared mentally for the task at hand. The consistency of process allows teams, trained through standard methods, to work together and understand the means of aiding others. The website supported by his department, <http://www.cert-la.com/> is a wealth of information that can help anyone trained in one location find a new CERT when and if they should ever move.

The power of CERT training is the exponential benefit it brings to a community. Don likened it to the time when people started using smoke alarms. A dramatic decline in house fire fatalities resulted from the simple act of installing an alarm. CERT is a proactive way to secure a population through empowerment of citizens with critical information. For everyone that is prepared for a major problem, there is one less person in line for last minute batteries and water at the local store. Each family impacted by quality training makes a community safe, one family at a time. As the fire department with the longest history in CERT training and CERT uses, it was a great privilege to have Captain Lee share his experiences with us.

Dr. William Caskey

GRANTSMANSHIP

Society of Research Administrators International

Dr. Caskey was very clear during his presentation that there is an art to writing grants. To prepare a good grant requires more than the act of applying for any available funds. It requires tightening the organization before seeking funds. It means knowing the agency strengths or weaknesses and making a good match between a funding source and a funding need.

What makes one proposal stand out from another? That will vary from sponsor to sponsor, but there are some characteristics of a well-written grant that can help. For example, organization that shows a level of competency suggests that funds will also be accounted for in a competent manner. Use clear language; pompous words do not make for clear reading. Meet the deadlines and take the time to use your own words to state the need. Find a good match for the need you have and the need the sponsor has for investing in your program. Take time to meet all guidelines in a clear and timely manner. Stay with the facts and keep them in the body of the document. Minimize the use of endnotes or footnotes. These seem like just common sense solutions but when a large percent of projects do not get funded because of these reasons, they need to be revisited even before you begin the actual writing. A well-defined history in the community of meeting goals reflects an organization's commitment over time. Dr. Caskey mentioned one mistake that many grant writers make; that is, the over-use or under-use of graphs and charts. To not use them at all is a mistake, but to use them without a direct connection to the project must also be avoided. Plan the project. This includes defining the problem that is being solved. Examine resources about the project by doing a literature review. Then outline the project; the planning prior to writing will make it cohesive and defined. Take the time to review staffing and facilities. Detail a budget and be able to justify it line by line or modify it line by line, if necessary. Other ideas about funding sources were also shared. Consider presenting a project in tandem with a research grant or other agencies that shares responsibility for the outcome. If there is a doctoral work regarding volunteer motivation, see if that research can be used by your agency to motivate your own volunteers. Being part of the research or willing to feed into the research may meet some of your agency's needs. Consider joining a database network that allows you to research by topic or other criteria. Become an expert on how your organization works so that information can be easily shared with others. Look ahead for the program; avoid orphaned programs that lose their funding and no longer meet the needs of the population it is designed to serve. Will it be self-sustaining? What mechanisms are you putting in place to ensure that? Dr. Caskey pointed out that in a perfect world, all proposals would be treated equally, but we do not live in that perfect world. We live in a world where funding sources have favorite recipients and where political agendas get entangled in the process.

Once you have a project, begin to shop it. Analyze the program announcement. Look for deadlines and the degree of match between your need and the funding source's stated purpose. Understand the entire process for the agency and layout a calendar of events with deadline dates sufficient for allowing for internal and external review prior to submission. People who have been schooled in the process and developed skills in this area are best suited to do the actual writing of the proposal.

Dr. Caskey reminded us not to try to convert anyone while writing a grant. The proposal is not meant to overcome bias, but it is meant to present a clear, concise definition of need and expected results. It is best to match the mindset of the funding need to the funding source from the beginning. Realize that this is going to cost your agency in time and effort. Do not try to "squeeze" in a proposal around

other items on the agenda. Make it a priority if you want to make it a success. Understand the potential for bias of reviewers. If possible, read their own work or look at the comments from previous proposals when available. Always ask for a review even if you are not funded to understand why you were not funded on this particular grant. Appeal to the expectations of the mission statement of the agency and remain true to your own. Have people that do not know the project read the proposal to see if it answers the questions that would be asked.

The session also included a discussion of the www.grant.gov site that will eventually be a one-stop shop for the federal funding. He explained the barriers and benefits of such a program from an administrator's point of view. The brochures about grant.gov explained the process and the scope of the program.

Finally, Dr. Caskey shared a video clip of the upcoming webcast on biodefense. The war on terrorism has stimulated interest in and increased support for research to enhance the ability to detect and counter bioterrorism. The accelerated efforts in the many facets of homeland security present new opportunities and challenges to researchers, institutions, and research administrators. Segments include individual speakers, panel presentations, interactive discussions, and on-location tours that feature funding strategies and opportunities. Information in the Webcast will be directed at both the U.S. and the international research community, including both investigators and research administrators. The webcast will be available early in 2004. For specific details go to:
<http://www.srainternational.org/newweb/meetings/other/DisplayThisEvent.cfm?AreaID=57&OthermeetID=135>
SRA International Webpage: <http://www.srainternational.org/newweb/default.cfm>
Many of the resources that can be found in the last chapter of this document are also through the courtesy of Dr. Caskey.

Chapter VI Panel Discussions & Breakout Sessions

FEMA Region VI, is very pleased to have been a part of the conference on volunteers in homeland security. It is our sincere hope, that as you read the selections based on the larger discussions, you will grasp the value of this conference and support future similar events. The Department of Homeland Security is making every effort to reduce redundancy and make resources available at the local level. Both public and private sectors have learned that we cannot afford to do business as we have done in the past. It is time to design new tools to meet the challenges in a post 9/11 world. This conference helped to equip others to effectively recruit, manage and deploy volunteers to respond to all hazards and to be prepared to cope with the continuing threat of terrorism. During one specific breakout session, Community Emergency Response Team training was offered on the new unit devoted to terrorism. Training to cope with terrorism was only a part of what our panelists addressed. The director of NVOAD discussed the need to broaden our understanding of collaborative leadership in a community and to include other groups that can offer support during a disaster. Thus, through a variety of offerings, this conference dealt with diversity, the psychological impact of disasters on individuals, available resources, and other topics pertinent to volunteerism and its continuing role in homeland security.

Part of the excitement of a conference training session is the dynamic nature of the interaction between facilitator and student. In both the panel discussions and the individual breakout sessions, leaders brought detailed information to light that addressed concerns and questions of participants. The following reports seek to highlight some of the primary discussions held within these sessions. For more specific information, access the websites mentioned on the annotated agenda or contact the speakers directly.

PANEL DISCUSSION ON RESOURCES

DR. WILLIAM CASKEY

Society of Research Administrators International

During the resource panel session, Dr. Caskey yielded most of his time to other panelists to save his presentation for the evening program. He opened the door to new thinking about collaborative grants with research departments in universities. Dr. Caskey explained that land-grant colleges have a special mandate not only in education and research, but in community support. The seven land-grant facilities in Region VI include: Texas A&M, University of Arkansas, Langston University, Oklahoma State University, New Mexico State University, Southern University and A&M College as well as Louisiana State University. What is a land grant college? As the United States began to expand westward in the late 1800's, an interest in a more scientific approach to agriculture, the nation's largest industry at the time, began to emerge. In 1862, the federal government established the United States Department of Agriculture (USDA), and realizing a need for more up-to-date and accurate information in the production and marketing of agricultural products, the USDA introduced the agricultural and mechanical college. The Morrill Act of 1862 established these colleges nationwide. Called the land-grant system, this class of colleges was originally endowed by grants of public lands. There was a major delay during this time, referred to as the Civil War or the War Between the States. But in 1887, the Hatch Act established the agricultural experiment station system. In 1890, the Second Morrill Act provided for direct annual appropriations to each state to support its land-grant college. The existence of land-grant colleges and experiment stations resulted in an abundance of knowledge that needed to be made available to the farmers and their communities. In 1914, the Smith-Lever Act established the cooperative extension network, expanding the role of the grant administrator to be involved with research and development beyond the immediate community.

Today, land-grant universities are an evolution of experiment stations that conduct relevant research. The cooperative extension services provide research-based information, educational programs and technology transfer. By the law that established land-grant institutions, these efforts must focus on issues and needs of the people, enabling them to make informed decisions about their economic, social and cultural well being. This includes security and safety. Dr. Caskey reminded us that to help these universities meet their mandate, we should be looking for partnerships through fund administration, application and design. This is not an isolated idea. There are many discussions at land-grant institutions about community outreach involving faculty, departmental programs and resources. In support of community sustainability, Citizen Corps can fulfill its partnership mission with those land-grant universities that have yet to make such a commitment.

MARTHA FLEMING

Corporation for National and Community Service

When Citizen Corps was formed, it had two siblings, the Corporation for National and Community Service (CNCS) and the Peace Corps. Martha Fleming represented CNCS at the conference. As an expert on the Volunteer Resources Panel, Ms Fleming discussed why projects get funded and steps that can help in securing funding. Martha Fleming came to this conference officially to share information regarding the resources of CNCS, but she added much more to the entire event by her willingness to mentor, listen and resource on a variety of issues.

CNCS sponsors people-centered programs like Learn and Serve, Americorps, and Senior Corps. Senior Corps includes Foster Grandparents, Retired and Senior Volunteers (RSVP), and Senior Companions. More than five hundred thousand seniors find value in volunteering their time each year. While the recipients of that outpouring of care are the direct beneficiaries, ultimately the nation benefits-- one helping hand linked with another. CNCS trains supervisors and agencies to manage their Americorps and Senior Corps volunteers. Almost half of the CNCS funded projects involve homeland security, so there is a natural connection to Citizen Corps.

CNCS has been involved with Citizen Corps (CC) from its beginning, helping FEMA develop CC guidance for local officials. Twelve state CNCS commissions are, in fact, Citizen Corps points-of-contact. CNCS does have other interests beyond Citizen Corps as well. There are programs that focus on health, diversity, justice, education and the eradication of poverty. These programs encourage skill building and educational excellence that often grows into a commitment to meet community needs. As a young volunteer becomes engaged in activities that have the potential to change a community, the experience often becomes life changing itself. Ms Fleming helped us to understand the scope of the CNCS programs and points of intersection with the goals of Citizen Corps.

A relatively new program is Learn and Serve. In the fall of 2003, when the new school year began, there were more than one million students participating in service-learning programs funded by CNCS. Learn and Serve America, which oversees service-learning grants, funded \$40 million for the 2003-2004 school year. CNCS supported 2,300 local projects that promote community service by school-age students, while helping to enhance their academic and civic skills. As students learn to serve the community, they acquire valuable skills and gain insight into their own needs and goals. The program is an active attempt to help engage citizens at an early age to promote the concept of volunteerism. Service learning is an approach to education that links community service to academic achievement while also teaching students about our country's civic institutions and traditions. For example, students in a high school civics class may visit seniors at a local faith-based senior daycare

facility to gather their personal recollections about local politics. The interaction is of great benefit for the student and the senior. As students write about those experiences, the writing process becomes part of the educational process and the benefits for the student are increased. This type of project will eventually involve about 33% of all K-12 students.

Learn and Serve is also active in universities, many of which have added service learning to core curricula. It is a serious attempt to instill the value of volunteering in our young people to help raise a crop of future volunteers, who are committed to a cause or idea. This can be the foundation for the next generation of Citizen Corps volunteers already trained and prepared to help in homeland security. These programs augment the Red Cross, Salvation Army and other partners of Citizen Corps. The service learning projects can be VIPS and CERT, as long as they fit the objective of the coursework. In a survey of one class of students at the University of North Texas, with 65 students in a leadership service-learning module, more than 2,100 hours of service was given directly to agencies involved in homeland security. That was just one class for one semester. As the program becomes more familiar to agencies, the potential for using college-trained people to prepare community outreach training or other needs will increase.

The Corporation for National and Community Service builds relationships with Citizen Corps Councils, VOADs and State Emergency Management offices, as well as schools. Three programs within the Americorps structure were discussed - VISTA, State and National, and National Civilian Community. Americorps*VISTA is perhaps the most well known of these. In one form or another, VISTA has been serving America's poor since 1965. In-kind support by just Americorps*VISTA was valued at \$34 million. Each year, the Americorps*VISTA members recruit almost 300,000 community volunteers. The program helps local agencies in direct fund raising, resulting in more than \$51 million in cash funding. From its beginnings under President Clinton's administration in 1994, when the first 20,000 Americorps volunteers were sworn in. until today, when more than 50,000 answered the call, CNCS has been there to help organize the process. Ms Fleming emphasized that fact that CNCS looks for tangible results with any initiative it oversees. These funding initiatives have impressive results. Almost \$2 million in technology grants to more than 800 nonprofits, and more than 6.6 million hours of donated time have been given through CNCS programs. The wonderful thing about volunteers, whether in the Coast Guard Auxiliary, Citizen Corps, or a program sponsored through CNCS, is that it is not about people looking for a payment of service, it is empowering a person to channel energy to help a neighbor.

JAMES GREGORY

The Office for Domestic Preparedness

Mr. James Gregory represented the Office for Domestic Preparedness, which will be funding the Citizen Corps programs in 2004. He reemphasized the continuity that will be achieved during the transition. He shared his commitment to the program and took the time during the conference to learn as much as possible about funding needs and agendas. So much of the process is handled at the state level that much of this transition will be transparent. Working through the LEPCs and Citizen Corps Councils will continue to be the most effective way to identify needs and apply for funds. This structure has many benefits. An obvious one during times of transition is that, as new mandates are shared, they are filtered through states' points of contact. Those representatives are then able to help interpret any new procedures and get answers that will help others in the state. Mr. Gregory pointed out that the requirements and deadlines will change and the forms may look different, but the objectives of the programs will remain intact.

The Office for Domestic Preparedness is providing financial assistance directly to each of the states and territories through the FY 2004 ODP Homeland Security Grant Program (HSGP). This continued financial assistance is being provided to enhance the capability of state and local agencies to prevent and respond to incidents of terrorism involving the use of chemical, biological, radiological, nuclear or explosive (CBRNE) weapons. In an effort to streamline funding, consolidation and administration of three programs, the State Homeland Security Program (SHSP), the Law Enforcement Terrorism Prevention Program (LETPP), and the Citizen Corps Program (CCP) have been integrated into one application process. This will better facilitate the coordination of preparedness funding and will be guided by the State Homeland Security Assessments and Strategies. Many participants did not know the history or the mission of the ODP that Mr. Gregory shared with us. The ODP has a network of resources called Centralized Scheduling and Information Desk (CISD) that can be accessed online or toll-free at (800) 368-6498. This service focuses on terrorism and provides information about CBRNE training and exercises, grants, technical assistance for planners, domestic preparedness equipment and WMD expertise. It was clear from his presentation that the guidelines are well defined and that help will be made available to get through this transition as smoothly as possible. The funding levels were shared with the states and the process will be shared through conference calls and representatives. The message many were anxious to hear and did hear, was that Citizen Corps will remain with all four components and be encouraged to grow and develop along existing paths.

PHIL LAKIN

Tulsa Community Foundation

Phil Lakin, the Executive Director of the Tulsa Community Foundation, spoke about the role that foundations can play in homeland security efforts. There are 53 community foundations in the five-state FEMA region. Mr. Lakin acknowledged that there are many misconceptions about community foundations. His comments helped the participants see another type of funding for grassroots programs. With a high level of expertise, Mr. Lakin answered questions and helped participants see how foundations differ from other funding entities in mission and scope. Many people that attended this conference did not know what a valuable asset a community foundation is to a city or state. In preparing for the conference and inviting Mr. Lakin, we realized that this gap in knowledge was important to close.

It might be helpful to understand how community foundations are different and how they emerged in the United States. When America was forged out of thirteen colonies – far from a home government - there was a common tradition established. Citizens took the initiative and individuals came forward to promote the public welfare. Later, ethnocentric organizations like the German clubs and Irish Immigrant Aid Society helped to support newer immigrants. This is not unique to the Euro-American culture. Native Americans and African Americans also had deeply rooted giving practices that built schools and clinics to serve their populations. Religious leaders encouraged their members to give to the poor and to charitable works. It was often the churches and synagogues of America that were the first to offer aid in times of disaster. Religious beliefs are still an important motivation for philanthropy through community foundations. Benjamin Franklin, as an early philanthropist, gave to improve his community. He founded local civic organizations such as the volunteer fire company and institutions such as the Pennsylvania Hospital, the University of Pennsylvania and the Philadelphia Public Library. Sometimes, it only takes one good idea to be seen working in one place, for it to be adopted elsewhere, like the public library and fire department. It eventually became a matter of pride for a community to have quality schools, support services and libraries. In the West, these civic elements defined refinement. To have a schoolhouse, a church building (also used for community meetings) and books to loan to others, brought a sense of community to a town.

In the early twentieth century, individuals started to use their philanthropy to seek ways to combat problems, conduct research and promote science. One of the early proponents of modern philanthropy was Andrew Carnegie. His philanthropy also included a passion for public libraries but he created other agencies to combat specific social problems. He thought that controlled funding could provide "ladders upon which the aspiring can rise." It was during this time that business leaders organized their philanthropic giving in a new form – a form more like the business corporation than a charity. The new corporate organizational structure permitted more flexibility than charitable trusts, which is and was the more traditional mode of giving. In this revised method, Boards of Directors, rather than trustees, were responsible for overseeing their operations. Frederick H. Goff created the first community foundation in Cleveland, Ohio and this method of combating civic problems took root. These new "foundations," both private and community, were not designed to help people directly, but were to be the instruments of reform or problem solving. They did not feed the poor. They would address the root causes of poverty, hunger and disease. Why people give through foundations varies with the need that a person sees in a community. The spirit of philanthropy is the same need that was expressed by early pioneers as they carved out a community. They wanted to make their town more livable through education and support services. The difference is that through community foundations, the direction and accountability is maintained on a professional level.

Mr. Philip Lakin discussed how the Tulsa Community Foundation grew, how they make decisions and how the focus of an endowment guides the release of funds. He helped clarify the oversight that a person in his role brings to community needs and how to tap into that vision. He spoke about the need for a clear mission directive and defined roles when presenting projects for consideration. He explained the modern structure of community foundations where each foundation is networked but still acts independently of others. This means that the structure may change from city to city, but the principles guiding the foundation remain essentially the same. The Tulsa Community Foundation has grown dramatically under Mr. Lakin's influence, in part because of the wise decisions to re-invest in the community but perhaps even more so, because of his collaborative style of leadership that builds bridges of understanding in his city. The most important message is that foundations are committed to helping make their communities safer and more livable. With that in mind, it is a good idea to discuss your next grassroots initiative with a local community foundation representative.

Breakout Sessions

Captain Lee, Carol Hall, Martha Fleming, Commander Montgomery, Ande Miller, Dr. Caskey and all the state leaders spent most of their time at this conference resourcing for others. The speakers continued a rapport with attendees throughout the conference. The real art witnessed in the networking was the grace with which these speakers shared their knowledge and their general willingness to share even more. The overall success of this conference is as much theirs as the group that facilitated it. FEMA RegionVI, Disaster Ready Austin and Tulsa Mayor's Citizen Corps all owe our speakers, national support staff and attendees a debt of gratitude for their willingness to share. The power of the breakout sessions was the fact that it gave the attendee a chance to interact with the other participants as the leader focused the group on specific issues. The speakers and the topics can be found in the annotated agenda but this brief list shows the scope of the topics presented.

- Managing Unaffiliated Spontaneous Volunteers - The Volunteer coordinator for the city of Plano, TX offered insight and solutions on how to manage well meaning citizens that step forward during a disaster to help their neighbor.

- Getting Started (Nuts & Bolts) - Where do you begin if you want to organize? Ann Patton, an advocate for volunteer organizations, provided the nuts and bolts to the process of grassroots organization.
- Volunteer Management - There were several sessions involving management including how to manage unaffiliated spontaneous volunteers. How do you find volunteers for the program? Once they "come on board" are you ready to train them and commit resources to that venture? There are quiet times and busy times in all volunteer organizations, how do you motivate the volunteers during both extremes and those minutes between?
- Addressing Diversity - An assembled panel of experts who have dealt with inclusion issues within volunteer organizations will discuss this vital topic. The focus was to learn to make the path smooth in reaching out to various age, ethnic, religious and philosophical groups. By their organization and constituents (scouts, or RSVP) an organization may be more homogeneous than another, but during times of emergency we all must work well together. Diversity within an organization and specifically during a response was discussed on many levels.
- Integrating Volunteer Programs in the Community - Integrating volunteer programs in the community can be a challenge when facing conflicting agendas. Understanding the role that is played by the government agency, or the volunteer agency will help both to provide needed service to the community.
- Community Emergency Response Teams - The new module on terrorism was presented in a two-part workshop, followed by a Q/A session.

The key to a successful breakout session is to invite an expert that is able to modify content to fit the audience and give them the resources that they need. There were overheads, computers, flip charts and even some role playing being used in the training rooms. We chose one session content to share and resources from many others.

ANN HUTCHISON

Mental and Spiritual Diversity Factors

Part of the Panel Discussion on Diversity

Ann Hutchison provided much needed information on helping to prepare a community for the psychological impact of a disaster. There is much to learn from studying victims of violent crime that can help an emergency manager plan for an act of terrorism in his or her community. An act of terrorism is a crime scene and the scope of the damage can be enormous. The bombing in Oklahoma City and events of 9/11 remind us of the effects such acts of terror have on a community.

Psychological victims of violent crime and terrorism must be considered in strategic planning and training. Postulating numbers of mass casualty victims, based on estimates of physical injury alone, is not adequate for appropriate response planning. Past occurrences of terrorist events have shown that there may be 4 to 20 psychological victims for every physical victim. There is more than 20 years of research on psychological effects of disasters. Sixty seven percent of individuals exposed to mass violence (terrorism) were severely impaired compared to less than 42% of individuals exposed to technological and natural disasters. The needs of victims (secondary and primary) and their families, beginning with the immediate crisis and continuing through any criminal justice process, must be incorporated into the community plan. CNN reported that currently, an estimated 1.5 million people are still suffering from psychological trauma caused by the 2001 WTC terrorist attack. Research has reinforced that, intervention that reduces psychological and traumatic impact from disasters, needs to be part of preparedness. This can be done through education and awareness,

disaster planning for families, training for mental health, and faith based or victim advocacy programs. By having a plan, psychological impact can be reduced.

There is a ripple effect to a disaster. At the heart of concentric circles of impact is the actual person directly affected, then their family, co-workers, religious fellowship and community. But the circles continue to envelop the region, the state and the nation. Think of 9/11. The people who lost family members were at the center of such a model; but the ones that did not make it to work that day lost many friends and co-workers. Each of those people that lost their life had family and extended family, friends and family of those friends and so on. The city was impacted, the state and certainly the nation. Any disaster happens to more than the immediate victims, but even more so when there are mass casualties.

The factors that can impact the psychological aspect of the disaster and recovery are many. They include the age of the people affected, prior mental condition, the severity and type of disaster (natural/terrorism). Just as important are issues like cultural barriers, relationship to the victim or organization, and societal support. There are many losses to deal with after a traumatic event - loss of innocence, loss of way of life, loss of security, loss of trust in mankind, loss of defense mechanism and loss of the actual person or persons involved. These losses require skills to overcome and reclaim one's life. Reclaiming a life in chaos without adequate resources is like trying to pull yourself up by the bootstraps, only to find there are none.

How do people organize horrific things that happen to them? They often recoil into the 'self', as they attempt to incorporate the experience as horrid and as frightening as it might have been. It's critical to assist them through these events with respect, as they develop healthy, adaptive, coping mechanisms. Experts in the field understand the need to give meaning to the event, to hopefully help the person assign a positive or stronger meaning to the experience. Reorganization of the experience is also necessary. This entails an acceptance and integration of the event within the context of the whole life of the person. One helpful way to do this is to point out that this is a part of them, but is not the whole of them. It is always difficult to know what to say at a funeral. How does an emergency manager help a city recover when there are so many funerals caused by one act? Through a planned process, it is possible to find a "healthy" way to express any need to memorialize or remember the event or loved one. A community coming together to help heal can help the victim closer to the epicenter of the event also heal.

There are many religious beliefs that are present in a community. It is essential that professionals that want to help someone face a tragedy, know some things about the belief system the person holds. To comfort and assist a person, it is necessary to understand the role gender plays in the family, or how death is generally viewed. There are many cultures that have specific directions on the care of the body and how the support within a community of fellow believers is demonstrated. Insensitivity to any of these core beliefs could cause re-victimization.

There is not one model of success to plan for the psychological impact of a mass casualty disaster on a community. There are, however, a few things we do know. For example, to have any impact on the community, a program needs to be collaborative, well-organized, and in-place before the need. No one knows when a mass casualty will occur, but to plan only for the physical needs will be insufficient to recover from the event. To plan for only one cultural group is also insufficient. Each region will need to face this challenge based on their population and resources. To network with all available resources is critical to the success of preparing for resilient communities that can recover from disasters.

Chapter VII Best Practice Section I

The following papers were read in full for the first time at the Volunteers in Homeland Security Conference. These papers were found to have unique problem solving approaches or information that the advisory board thought would be of particular value to other groups across the region. To avoid any problems we have tried to maintain the formatting of each author.

Community Emergency Response Teams ROWLETT CITIZEN CORPS COUNCIL

Chief Larry Wright

Rowlett TX

Introduction: Best Practice Programmatic - CERT

The mission of the Rowlett Citizen Corps Council (RCCC) is to harness the power of the citizens of Rowlett, Texas through education, training, and volunteer service to make the community safer, stronger and better prepared to respond to threats of terrorism, crime, public health issues, and disasters of any kind. This mission is accomplished through the development of community-based programs that build on the strengths of the community and implement plans for the community to participate through personal responsibility, training and volunteer service. The RCCC emblem emblazons our resolve in three words: volunteer, community, and response. How this successful CERT organized and worked through their problems will help others that are at various stages of the same process. Region VI was pleased to share on a conference call with our national leadership, an email that explained how a member of this CERT put knowledge, skill and training to work, to aid a neighbor during a serious accident. Accepting the recognition for the Rowlett CERT is **Chief Larry Wright**.

PROJECT REPORT

Preface

In the 1950's and particularly in the early 1960's there was a heightened awareness of the need for community involvement in programs that strengthened survivability and stability in the event of a major disaster. The obviously focus at that time was the potential of a nuclear conflict. As the cold war disappeared and the memories of that era faded, the idea of volunteerism or civil defense began to diminish and became lost in time. Americans felt secure that a threat on United States soil was not possible, and that our defenses were adequate to squelch any group or country that attempted to disrupt our way of life. The next two generations would not see the fear, uncertainty, and community cohesion that were experience during that era.

September 11, 2001, showed the United States and the American people that our security is not absolute. That day is replayed in the minds of all Americans with the stunning reality that so very few could inflict something of such great magnitude and damage on our soil. There was no army, there was no invasion, and there was no war. Just a planned attack by a few fanatics designed to disrupt the very security Americans had come to feel, enjoy, and expect.

In January 2002, President George W. Bush, in his State of the Union address, gave America a wake-up call and a challenge. He recognized that in order to stand strong and combat fanatical terrorism, the American people would need to build on their own strengths as neighbors and communities to thrive in a new environment of uncertainty. The idealistic view of the Federal Government being the great caretaker of the homeland was not the reality we had come to realize. Bush's charge was to the point and specific – get involved, volunteer, and be active in the community in which you live. The idea was to plan, prepare, and be informed. It was, at that moment, a reality check for all citizens that maybe, just maybe, the 9-11 scenario could happen again and this time it might be in your community.

Federal Implementation

The President's speech immediately translated into an effort by the Federal Government to provide additional targeted tools and information for volunteerism and disaster preparedness. Through direction from the Department of Homeland Security, the plan to organize communities would go much farther than potential terrorist acts, to other scenarios affecting a community at large. Other scenarios were expanded to include natural and manmade disasters not related to terrorism. Emphasis was placed on organizations that would take an "all hazards" approach to disaster preparedness and family safety.

Local Implementation

The City of Rowlett, Texas recognized the issue early on and acted to secure the safety of our citizens. As a bedroom community of approximately 50,000 residents, it was a prime candidate for a program that could mobilize trained volunteer citizens quickly in the event that a disaster or crisis affected a large portion of our community. The City Council endorsed President Bush's charge and went forward with support to create a new sense of volunteerism in Rowlett.

For Rowlett, the process would become relatively easy as we were proactively responding before the new initiative. Fortunately, in the summer prior to 9-11, the Fire Chief had begun to organize a group of residents in the community for disaster relief duties. Two Radio Amateur Civil Emergency Services (RACES) members were sent to a CERT Train-the-Trainer class at the National Fire Academy in Emmitsburg, Maryland. In the spring of 2002, the first CERT Trainer class was taught in Rowlett and a total of 17 trainers completed the class in preparation for implementation of the CERT program.

The City of Rowlett embarked on the widespread implementation of the CERT program in the fall of 2002. Advertising and promotional materials were prepared, the program was presented to the City Council, and a schedule for the first CERT class was developed. The first CERT class commenced in January 2003. In conjunction with this class, the formation of the Rowlett Citizen Corps Council (RCCC) was completed in April to serve as an oversight and funding vehicle for the CERT program. Parallel to its formation was an application to the Internal Revenue Service for 501(c)(3) status as a charitable, non-profit organization, which was subsequently approved in August. Up until this point funding for the CERT program had been mostly from Rowlett Fire Rescue. However, program leadership foresaw that additional funding would be necessary to realize the full vision of CERT in our community. In order to solicit donations and apply for non-governmental grants, the 501(c)(3) charitable non-profit status was a must.

The mission of the RCCC is to harness the power of the citizens of Rowlett, Texas through education, training, and volunteer service to make the community safer, stronger and better prepared to respond to threats of terrorism, crime, public health issues, and disasters of any kind. This mission is

accomplished through the development of community-based programs that build on the strengths of the community and implement plans for the community to participate through personal responsibility, training and volunteer service. The RCCC emblem emblazons our resolve in three words: volunteer, community, and response.

Under RCCC, three branches of CERT were created to administrate the program: (1) CERT, which solicits volunteers as first responders in the event of major disasters to augment public safety in those first critical hours, (2) CERT-Relief, which consists of teams of four to six personnel that are on-call 7 p.m. to 7 a.m. weekdays, and 24 hours on weekends and holidays for response to fire or police incidents that may extend beyond a couple of hours of operation, to provide support and rehabilitation services. The team extends their help beyond the border of Rowlett into our neighboring city of Sachse, and (3) CERT-COMM, which are the RACES amateur radio operators who provide a vital communications link from the field to the Emergency Operations Center when pressed into service.

In addition to the G317 CERT course, we realized that CERT teams need additional training to build on those skills already attained. We ask our teams to keep current CPR/AED and First Aid certifications as well as suggest additional courses from the American Red Cross for Introduction to Disaster, Damage Assessment, and Shelter Operations. Additional training reinforces CERT and promotes the retention, development, and leadership of members. RCCC identified a five-phased implementation plan by going back to the beginning and reviewing all steps taken so far with a look to the future:

- *Phase One, Train-the-Trainer* – two FEMA trained Train-the-Trainers are qualified to teach a CERT Trainer course.
- *Phase Two, Instructor Base* – 17 citizens graduated from a G417 CERT Trainer course.
- *Phase Three, Neighborhood Response* – 21 citizens graduate from G317 CERT course and are qualified as CERT team members. Estimated trained by December 2003 is 85-100.
- *Phase Four, Business CERT* – Develop plans to include the business community.
- *Phase Five, School CERT* – Develop plans to include the independent school district.

The City of Rowlett has identified 24 geographic areas within the city limits that represent neighborhood CERT districts, which are bounded by major thoroughfares. The purpose of identifying the CERT districts was to assign CERT members to areas where they live and know by memory. Our CERT members best know their neighborhoods and are able to give specific insight into what is unique in their area. In the event of an emergency activation of CERT, they would have the greatest ability to relay necessary information to public safety, identify structures that are damaged or destroyed, and give an accurate accounting of the residents in their area.

The value of the CERT program should not be limited to only emergency activations. The program extends to everyday crisis and non-emergency uses for community volunteers. CERT team members assist the City at most public events and have proven to be a valuable resource wherever volunteer involvement can be safely integrated. For example, CERT teams might participate in a non-disaster activation by assisting in the search for a lost child in a neighborhood. CERT team members assigned to that CERT district would quickly be able to identify possible hiding spots and hazards for public safety personnel and guide them in searching. Quickly mobilized teams can also be available to assist public safety for evacuations, traffic control, communications and other situations where resources may be insufficient or taxed.

A successful CERT program must have a well-oiled public relations program, a strong leadership team, collaboration with other like-minded groups, and the support and cooperation of local

government. These elements drive the program and provide forward momentum, recruiting new students and boosting public interest in disaster preparedness and family safety along the way. Weak links in any of these areas can quickly cripple a program.

Status

As of October 2003, the City of Rowlett has trained 67 citizens in CERT and has a total of 82 citizens involved in the three areas of RCCC. Using the FY02 grant monies from FEMA, the City of Rowlett on behalf of RCCC has purchased CERT equipment that will be distributed to each CERT member. The equipment includes an equipment bag, helmet, goggles, basic rescue tools, vest, gloves, first aid kit, and flashlight. Each active member will be required to periodically inventory the bag and maintain it in a state of readiness for team activation. The ultimate goal for RCCC is to have approximately 275 members trained and ready to respond to any crisis or disaster that threatens our community.

The Future

The RCCC is developing an ongoing plan to sustain commitment from CERT members who participate in the program through additional training, mock disaster drills, and regular meetings. RCCC has asked CERT-COMM to develop a communications system plan that will allow coordinated communications of CERT teams with RACES and the Emergency Operations Center. We are investigating the process of supplying hand-held GPS units to each team to better identify areas affected by a major event, and highlight areas for access, landing sites and staging. RCCC will continue to seek out additional funding sources to furnish tools and training necessary to complete our mission. We have created a CERT Development Committee that reports to the RCCC Board of Directors for the purpose of providing resource, guidance and direction to our CERT Administrator.

The commitment of the City of Rowlett and RCCC is clear and unwavering in our dedication to CERT and its mission for disaster preparedness and family safety. Because of the CERT program, Rowlett is a safer, stronger, better-prepared community with a rich sense of volunteerism and community service.

*Medical Reserve Corps*HARRIS COUNTY COMMUNITY ACCESS COLLABORATIVESandra Steigerwald RNHarris County Texas

Introduction: Best Practice Programmatic - MRC

The long list of achievements and obstacles, experienced by 15 years of efforts, has created a strong foundation in Harris County that led to the development of the Harris County Community Access Collaborative (HCCAC). HCCAC's primary focus is to improve interagency communication and referral infrastructure of the major health care systems and providers in Harris County. The Collaborative has grown from an initial 6 members in 2000 to its current 125 members and affiliates from health related public, private, faith based, advocacy and other organizations; all with the mission to facilitate access to adequate health care. In order to continue to advance the goals of HCCAC and guide/coordinate the activities of the collaborative, Gateway to Care was created as the program arm. Medical resources needed the same coordination in case of a disaster. This became apparent again during the Texas Weapons of Mass Destruction (WMD)/Terrorism Incident and Smallpox Tabletop Planning Exercises held in May 2002 and December 2002. The single most important finding regarding medical response, was a lack of coordination among local health departments, other appropriate entities, and the medical community in the event of an outbreak or attack. Listen to how this community is overcoming problems; to solve them. Accepting the award for the fine work of the many stakeholders in Harris County associated with this project is **Sandra Steigerwald RN**.

Collaboration: The Key to Establishing a Medical Reserve Corps

Background

Harris County is the third largest county in the nation and largest in the State of Texas with a land area of 1729 square miles and a culturally diversified population of 3,400,578 individuals. The City of Houston is located within Harris County and claims over 2 million in population with over 90 languages spoken. It is the 4th most populous city in the country.

Harris County/Houston is one of many regions in the United States that possesses all of the nine assets vulnerable to terrorism: energy (nuclear power, oil/natural gas refineries, pipelines); a major seaport and airport; manufacturers of substances that have a potential for misuse (benzene, butadiene, xylene, ammonia, cyanide); an aerospace complex (NASA); computer manufacturing/software; media; and telecommunications. A tenth asset could be identified in the Texas Medical Center (TMC), the largest medical center in the world, with a local economic impact of \$10 billion. More than 52,000 people work within its facilities, which encompass 21 million square feet. Although these assets contribute to the economic strength of Harris County/Houston, it is clear that they also contribute to the region's increased risk of a terrorist attack.

Harris County provides a rich diversity of health care options. The Texas Medical Center, housed on 675 acres just ten minutes from Downtown Houston, is home to 42 nonprofit and government institutions, including 13 teaching hospitals, two medical schools, four colleges of nursing, a dental college, a college of pharmacy and a college of optometry. Altogether 4.8 million patients visit these institutions each year. In fact, there are more than 85 hospitals in the Harris County/Houston area with more than 19,300 beds, including those in TMC. These facilities employ more than 100,000 health care professionals, almost 7 percent of the Houston-area workforce. In 1997, the County had 6,024 direct care physicians representing a ratio of 1 per 699 citizens.

The most pressing issues in Harris County are not the availability of hospital beds and health care providers, but rather the lack of infrastructure to facilitate access to resources that already exist, especially public health and preventative clinical services. This lack of coordinated infrastructure shows up in health care issues related to episodic treatment versus consistent primary care and; as overuse of the emergency rooms for primary care. It shows up as patient non-compliance often because of lack of resources or coordination of care. Without infrastructure and coordination, there is reason to question how the health care delivery system would work in a disaster or emergency.

A Defining Year

2001 was a defining year for Harris County and the entire country. In June, Tropical Storm Allison caused “The Great Flood of 2001” which is now on record as one of the most devastating rain events in the history of the United States. (The President issued a Federal Disaster Declaration on June 9.)

Some of the worst flooding occurred in the Texas Medical Center (TMC); which closed down one of the areas two Level One Trauma Centers. It required the evacuation of hundreds of patients from three of the largest TMC acute care hospitals, with some patients being carried down multiple flights of stairs for transfer to other viable facilities. Some patients were flown to other cities around the state. Emergency rooms closed down or were inaccessible. Hospitals capable of taking new patients turned them away for lack of personnel. Issues of credentialing and hospital policies came into play: volunteers also were turned away because they were not on staff at that particular hospital or part of that particular system.

Allison gave this community a first hand opportunity to practice real disaster skills. The community came together with an outpouring of support and aid. However, it soon became apparent there was a lack of solid coordination between several local entities, including local government, law enforcement, fire and EMS, medical institutions and societies, health and community coalitions, industry, transportation, and volunteer organizations. Preparations for large-scale emergencies and maintenance of medical readiness were inadequate. Private practice physicians and nurses were not engaged efficiently to support first responders, hospital personnel, and to ensure efficient use of every resource available to provide care to critically ill and injured patients. Post Allison assessments suggested that volunteers could have provided staffing to treat more patients and participate in staff rotation to provide relief and decrease fatigue among personnel – some worked 32 hours straight.

Another wake up call occurred on September 11, 2001. While Harris County was still in the midst of post Allison reparations, the terrorist attacks took front row center in the minds, hearts and activities of all Americans. Again, there was a surge of volunteers, donations and offers of help, and again, coordination was sorely lacking.

Post Allison type assessments that had started 3 months earlier in Harris County were now being initiated on a national level. Natural or man-made disasters cause the same local response: people offering to help. A mechanism was needed to manage and focus that energy to maximize productivity when a disaster occurs.

During the 2002 State of the Union Address, President George W. Bush called on each American to make a lifetime commitment to volunteer 4,000 hours serving their communities, the nation and the world. President Bush created the USA Freedom Corps to help Americans answer his call to service and foster a culture of volunteerism, citizenship and responsibility.

Because all disasters are local, coordination of local response becomes the primary focus in volunteer management. The Citizen Corps is the component of the USA Freedom Corps that creates local opportunities for volunteers to help their communities prepare for and respond to emergencies by bringing together local leaders, citizen volunteers and the network of first responder organizations. The Medical Reserve Corps is the component of the Citizens Corps that organizes local health professional volunteers to:

- Assist local, existing community emergency medical response systems
- Maintain disaster readiness through training and classes
- Help the community deal with pressing public health needs and improvements.

Putting it All Together

There have been strong and vital efforts over the last 15 years to improve communication and access to available health care services. The achievements and obstacles experienced by these efforts have created a strong history and foundation in Harris County that led to the development of the Harris County Community Access Collaborative (HCCAC). HCCAC's primary focus is to improve interagency communication and referral infrastructure of the major health care systems and providers in Harris County.

The Collaborative has grown from an initial 6 members in 2000 to its current 125 members and affiliates from health related public, private, faith based, advocacy and other organizations with the mission to facilitate access to adequate health care. As with any successful project, champions came forward to push the process forward and foster enthusiasm and vision. In order to continue to advance the goals of HCCAC and guide/coordinate the activities of the collaborative, Gateway to Care was created as the program arm. Great successes have been celebrated since the collaboration's inception, and visionary goals are still works in progress.

One critical project has been formation of a provider health network for the uninsured population. This project is focused on identifying physicians who are already giving free care to patients and developing a system to coordinate their activities for maximum effect. This network of providers will include all aspects of a persons healthcare needs (diagnostic, treatment and prevention) and tap into the faith and goodwill that is already evident in the current delivery system. Gateway to Care offers management and coordination to facilitate care and is working to replace the haphazard way that charity care is currently being delivered in the private sector.

In Harris County, Judge Robert Eckels has been a champion for HCCAC and Gateway to Care since inception. Recognizing the work done by Gateway to Care and realizing that successes multiply through a working collaborative with a cooperative vision, Judge Eckels became instrumental in creating the Harris County Citizen Corps. He recognized that the Citizen Corps needed to function as a true collaboration between stakeholders. The vision of working in concert to be prepared as a community was catapulted into reality after 9/11.

As the Citizen Corps evolved, the Medical Reserve Corps started to take shape. Medical resources needed the same coordination in case of a disaster. This became apparent again during the Texas Weapons of Mass Destruction (WMD)/Terrorism Incident and Smallpox Tabletop Planning Exercises held in May 2002 and December 2002. The single most important finding regarding medical response, was a lack of coordination among local health departments, other appropriate entities, and the medical community in the event of an outbreak or attack.

When grant funding became available to help initiate MRC's throughout the country, Judge Eckels looked to the Hospital District and Gateway to Care to develop a program. Gateway to Care and HCCAC were established and included key stakeholders in the healthcare community. It had a functioning task force already at work to organize the provider health network and the medical community's charity activities. The Collaborative membership voted unanimously to have the MRC managed by Gateway To Care in conjunction with the provider health network task force, if the grant were awarded.

With the support of the Collaborative, a grant application was submitted through Gateway to Care and the Harris County Hospital District as fiscal agent to the Department of Health and Human Services for a Medical Reserve Corps for Harris County, Texas. In addition, HCCAC assured its support through its membership, in recruitment of health care providers, community assessment, and coordination of activities. The members of the Collaborative agreed to have 200 medical personnel from their combined organizations ready to respond and be deployed until the MRC is up and functioning. This was very significant because it offered support from key organizations in disaster management including county and city governments, private organizations, area hospitals and clinics. Gateway to Care and HCCAC were already working for vulnerable populations. In an emergency, the entire population becomes vulnerable. Advancing the MRC goes hand in hand with their mission.

The grant, initiated by Judge Eckels, was awarded to the Harris County Hospital District and Gateway to Care. According to a statement by Judge Eckels,

“This was a collaborative effort from several agencies. Too many times local agencies compete with each other for grants. We all recognized that we needed to work together to get this award. More importantly, we all recognized, particularly since Tropical Storm Allison, that our emergency response teams need help during a crisis.”

Rewards of Collaboration

The biggest reward from creating the MRC through HCCAC is access to multiple organizations involved with community health and safety.

- The MRC Coordinator is included in meetings at the Hospital District, County and City Health departments as well as Offices of Emergency Management of Harris County and the City of Houston.
- Gateway to Care is an independent non-profit organization with the HCHD as fiscal agent. HCHD pays Gateway to Care's overhead costs for basic operations, so all grant and contribution dollars can focus on program development.
- The MRC Coordinator and the Director of Gateway to Care have positions on the HC Citizen Corps Council. This promotes awareness of the MRC to Fire and Police representatives, yet another layer of emergency responsiveness.
- Foundation and groundwork have been laid to begin implementing a recruitment process to enroll 2000 medical personnel
- Agreement with Texas 211 (free 24/7 information and referral line to community services with information available on hundreds of resources that include food, emergency shelters, disaster relief, etc.) to provide extra staff from Gateway to Care to answer incoming telephone calls during a disaster.

Relationship building at many levels is paramount to the program's success. Relationship building has taken many directions. We are currently working with:

- The County Attorney's office to produce a statement that would inform MRC volunteers about how current laws protect them in the event of an emergency;
- The Harris County Medical Society to keep their members informed of the status of the Reserve Corps through written reports or presentation at meetings
- The President of the Association of Retired Physicians, an organization of over 900 members who already volunteer in clinics around the county, to participate in the many arenas to be offered through the MRC and Provider Health Network.
- Collaborative members to share information.
- County and City Health Department representatives to assess for gaps and how to use the MRC

- Harris County Citizen Corps to enhance web/internet visibility.
- US Department of Health and Human Services,
- TMC and Harris County Medical Society to determine what is needed for disaster credentialing and how the newest JCAHO standards will impact

In less than a year, benefits from these ongoing collaborations are already showing results. The MRC is included on the County's Citizen Corp website and an application is available to sign up and show an interest in volunteering for the MRC. Through County support, mechanisms are being put in place to use TranStar to notify MRC volunteers of activation during times of need. The Houston TranStar consortium is a partnership of four government agencies that are responsible for providing Transportation Management and Emergency Management services to the Greater Houston Region. Recognized nationally and internationally, TransStar serves as a model for agencies combining resources across modal and political jurisdictional boundaries in management centers worldwide. Without collaboration, TranStar and the MRC may not have even crossed paths.

Take Away the Gold

The best practice idea to gain from the Harris County Medical Reserve Corps is the importance of collaboration and having visionary leadership. The Harris County MRC started in front of the start line because of the vision of County leadership and the strength and support of existing collaborations. This is the place to start; major stakeholders must come together for the project to have any chance of working. Through collaboration the MRC can be included in planning for all the major stakeholders, allowed to transcend traditional turfdoms, and be a benefit to all. It requires identifying champions and finding the tools to bring forth the vision. There are meaningful models easily available, and with a little tweaking, the model can be suited to any community.

Volunteers in Police Service
GARLAND TEXAS POLICE

Dana Riley

Garland Texas

Introduction: Best Practice Programmatic VIPS

This volunteer program started with a part-time civilian coordinator and 5 citizen volunteers. This program offers citizens an opportunity to assist police by patrolling homes while the owners are out of town. Currently over 160 citizens give of their time and skill to offer a helping hand to the officers and detectives of Garland. This is in addition to the 120 citizens who are active in Neighborhood Crime watch patrols and 12 volunteer coaches active in our police youth boxing league. In November of 2003, the department will move into a brand new, 100,000 square foot police station where space has been added for volunteers throughout the building. At that time, the department is expected to expand the volunteer program even more. Accepting the award for this fine program is **Dana Riley** the Director of Volunteer Services for Garland, Texas.

Volunteers in Police Service (VIPS)
By Dana Riley, Director
Volunteer Services
Garland Police Department, Garland, TX

Ten years ago, the Garland Police Department in Garland, Texas, (a suburb of Dallas with a population of over 220,000) began exploring the idea of using citizen volunteers within the department. With increases in calls for service, the department looked at ways to put officers back on the street and offer them support for their clerical and non-police duties.

The volunteer program started with a part-time civilian coordinator and 5 citizen volunteers. At first, the volunteers filed documents and answered the phone. Soon, officers and command staff were brainstorming on how volunteers could assist their units. Patrol began the Vacation Watch program. This program offers citizens an opportunity to assist police by patrolling homes while the owners are out of town. The front desk started using volunteers to assist citizens needing fingerprints for employment, adoption and other non-criminal reasons. Criminal Investigations recruited volunteers to help with the Pawn Shop detail comparing reported stolen property to pawn tickets. The traffic unit began using volunteers to conduct speed surveys. Volunteers were utilized to assist with community outreach and special events as well. Soon, they had volunteers in almost every division of their department and a full-time coordinator. Currently over 160 citizens give of their time and skill to offer a helping hand to the officers and detectives of Garland. This is in addition to the 120 citizens who are active in Neighborhood Crime watch patrols and 12 volunteer coaches active in our police youth boxing league. In November of 2003, the department will move into a brand new, 100,000 square foot police station where space has been added for volunteers throughout the building. At that time, the department is expected to expand the volunteer program even more.

In 1997, the Garland Police Department experienced support from its volunteers like never before. When a patrol officer, Michael David Moore was killed in the line of duty during an attempted bank robbery, the volunteers went above and beyond the call of duty. They assisted with the candlelight

vigil which was held at the bank the following night. They cut ribbons, arranged parking cones, directed traffic and assisted with the family. Volunteers answered the department telephones, so the entire staff could attend the funeral service. Because this officer was born and raised in another state, the department would conduct funerals in two different states and a graveside service in a third. The volunteers wanted to show their support for the department in a special way. Since the slain officer's body would be traveling by plane to his home state, there would be no local graveside service. The volunteers decided that after the funeral procession made its way to the funeral home, the police personnel and all visiting officers would be served a meal. A team of 10 volunteers contacted their churches and local civic groups asking for "pot-luck" donations of food and paper products. No one was sure if there would be enough food. The time of the service drew near and cars began stopping at the door of the church gymnasium where the food would be served. Boy scout and girl scout troops dropped off food. Church groups, families, business owners and many others brought in even more. Even the local crossing guards sent someone with baked goods. After the service, over 1,000 sworn officers from across the state and across the country were served. This gave all sworn personnel a chance to visit with each other and feel the support from their community and fellow officers. There was so much food left over, two local homeless shelters were given enough food to feed their clients for two days. The impact of that selfless act by the volunteers proved to everyone that they are truly a part of the "police family". Volunteers now assist staff with the distribution of officer packets offering information on line-of-duty benefits and updating information on each officer's funeral wishes. This activity is conducted each May 15th, National Police Memorial Day.

In order for a volunteer program to be successful, certain items have to be in place. First, a chain of command must be established. It is important that whoever is responsible for the program, whether they are sworn or civilian, has the support he/she needs from command staff. Upper level police management must understand how the program works and how it will be utilized by the sworn and civilian personnel. All personnel who will work with volunteers should receive adequate training on the use of volunteers. They must understand that the volunteers are there to assist them with their service to the community, not to replace them.

Secondly, a budget must be established. Although volunteers contribute a great deal of time to the department, there are costs involved. The Garland Police Department relies on financial support from the community as well as money from the police budget. Uniforms, supplies, equipment, training and recognition are all important components of a successful program. The Justice Department has recently offered grant money to law enforcement volunteer programs. Large corporations and local businesses can also be a source of funding.

It is widely recommended that anyone within a law enforcement agency who will coordinate volunteers receive proper training. This person should have strong communication skills and be able to handle a wide variety of tasks within your department. A general knowledge of volunteer management will make a big difference in your program. Your department may choose to hire a civilian coordinator or train a sworn member of your department to do the job. Either way, consistency and excellent people skills will assure the programs success. Your local Volunteer Center will offer training and support for minimal cost. There are also organizations offering conferences and training regarding volunteer management. Some of these include the National Points of Light Foundation, the Association of Volunteer Administrators, National Association of Volunteer Programs in Local Government and your State offices of Community Service. In addition, identify someone who already has a successful program and ask him or her to mentor your coordinator. You might also consider utilizing their skills and expertise to assist you in getting a new program off the ground.

A clear and concise set of rules and regulations should be written in order to guide the volunteers on what they can and cannot do. Addressing issues in writing such as confidentiality, attire, responsibilities, safety, chain of command, absences and break schedules will help the program run smoothly. Include these items in your departmental policies and procedures.

Thorough application, interview and screening processes will help your program maintain a high level of integrity. Not everyone who applies will be appropriate for volunteering in your agency. Some agencies even require their volunteers to submit to a polygraph exam and drug testing. It is important that you establish the minimum requirements for acceptance into your particular program. Some departments require their volunteers to attend a Citizen's Police Academy or other orientation program. Many smaller departments conduct their training of volunteers on an individual basis. It is always recommended that a probationary period be established so both volunteer and police supervisor are happy with the placement.

Lastly, recognizing volunteers for the contributions they make is an important part of program management. Since these citizens receive no monetary compensation, they must receive their "volunteer paycheck" in the form of staff members who are appreciative. Some departments host a banquet or other celebration allowing the staff to show their gratitude. Some of the most successful events involve the staff serving food to the volunteers or handing out awards. Sending information about your volunteers to the local media is another way to thank them.

Using citizen volunteers in law enforcement has augmented service to citizens in many cities and counties. Each program is different, but successful programs utilize basic volunteer management practices and continually evaluate and adjust their program to meet the needs of the staff, volunteers and community.

*Special Initiative Rapid Response Teams*CENTRAL ARKANSAS CHAPTER OF THE AMERICAN RED CROSSChristel BarnesLittle Rock AR

Introduction: Best Practice Special Initiative

Many of us, with long histories of volunteerism, were first engaged in this activity as a teenager. The Central Arkansas Chapter of the American Red Cross has established a structured plan to help make schools safer as they train our future volunteers in caring for their neighbor. The Rapid Response Teams (RRT) provide many benefits, such as an increased preparedness of faculty and students and exposure to emergency management principles through student involvement in the school's crisis planning process. **Christel Barnes** of the Central Arkansas Chapter of the American Red Cross, will outline this program that we hope will be replicated with the same success.

INVOLVING YOUTH, ONE SCHOOL AT A TIME: THE RAPID RESPONSE TEAM APPROACH by Ignacio Cabrera Jr.

THE NEED FOR ACTION

As school safety and security issues command greater attention, we are presented with an opportunity to engage our youth and young adults. Students need to be involved in meaningful ways in their schools. In addition, those who are more connected with their school are less likely to exhibit inappropriate behavior. While many schools have begun to develop plans to address crisis issues, few have included in such plans appropriate educational and training opportunities for their students. The Central Arkansas Chapter of the American Red Cross launched a Rapid Response Team (RRT) initiative that provides a basis for Red Cross and local school partnership. The program benefits are many; increased preparedness of faculty and students, exposure to emergency management principles through student involvement in the school's crisis planning process, and development of future volunteers, among others. Most importantly, participation in a Rapid Response Team empowers students to take on leadership roles in their schools and inspires them to be active members of their community.

THE NEED FOR PARTNERSHIP

Schools are not exempt from the daily potential for crisis. Students and faculty face the threat of natural, technological, and civil hazards every day. In addition, school violence has become an almost daily occurrence. Although schools are required to plan for these crises by identifying an adult chain of command, establishing rules and procedures, and identifying evacuation routes, they often omit any meaningful roles for students. Staff and students are instructed where to go and how to sit. Teachers are trained to lock their doors to keep out potentially violent intruders. As important as these elements are, they do not adequately prepare a school to respond to a crisis. What happens if the adult chain of command is disrupted, or the number of those injured exceeds the trained staff's ability to handle? Without a planned focus on student leadership or education for students and staff on how to handle emergencies, additional injury and preventable death are more likely to occur. This situation is

magnified for schools in rural areas that have limited emergency medical service resources or have to share that service with other municipalities. Still other questions remain. Many believe youth are too inexperienced to be involved in such crucial situations as assisting with emergencies. Others feel that working with youth involves complex legal issues. But the fact remains; students as well as faculty are co-occupants of school buildings and must be involved.

Another problem confronting organizations, especially those that rely on volunteers, is the lack of citizens expressing interest in volunteering. When President Bush unveiled his Citizen Corp initiative to the American public, he emphasized the need for each and every citizen to become involved. Youth should not be left out or over looked. In fact, if youth are exposed to meaningful volunteer opportunities, they will be more inclined to embrace volunteerism as a long-term commitment. As the nation's population base becomes older, we must make an effort to reach out to our youth to replenish our volunteer corp. There has to be opportunities for them to become a part of and make a difference in their communities.

INVOLVING YOUTH

In an endeavor to offer a single solution to these problems, the American Red Cross in Arkansas has partnered with Arkansas High Schools, made up of grades 9-12, to launch an initiative that enables students to become involved in meaningful ways. The Rapid Response Team concept, started three years ago, offers students an opportunity to develop skills, knowledge, and leadership in preventing and responding to crisis situations. Most importantly, students involved in a Rapid Response Team have the opportunity to educate their peers on the importance of being ready for emergencies. Students are trained in first aid, Cardiopulmonary Resuscitation (CPR), and Automated External Defibrillation (AED) skills as well as Red Cross disaster training, Introduction to Disaster Services and Mass Care. Schools utilize students to be members of crisis preparedness planning teams, members of peer intervention groups, or as trained crisis responders. Students with an interest in medical professions, emergency management, non-profit organizations or those exploring opportunities for a career after high school benefit from this program. The program encourages students to become proactive in their schools when it comes to safety and allows organizations an avenue to recruit young people to become Red Cross volunteers.

GETTING STARTED

Once schools express interest in establishing a Rapid Response Team, they identify a faculty member to be the team's sponsor. This individual provides guidance and supervision for to the team. The school also selects an initial core of students that will make up the team. Once chosen, both the sponsor and student team members are provided training. The sponsors receive background information to familiarize them with the Rapid Response Team project and offered a step-by-step process to organize and engage student team members. They also attend certification training in order to teach first aid, CPR, and AED skills. The initial group of student team members also receive their training from the Chapter. The students receive first aid, CPR, and AED training as well as Red Cross disaster training. This challenging, hands-on training includes team building activities and leadership training. Student training culminates with a mass casualty exercise that puts to use their newly developed skills. Once trained, the team is officially recognized by the school and afforded full status as a campus organization. The school provides the team an opportunity to serve as part of the crisis planning team. Schools will also foster opportunities for the team to provide safety and preparedness information to staff, peers, lower grade level students, and the local community. The Rapid Response Teams can be a separate school club or part of an existing organization such as Health Occupation Students of America, Skills-USA, or the Student Council. Funding requirement for establishing and maintaining a team are minimal, cost is limited to the training material needed. This is possible because the initial training is provided by the local Red Cross Chapter and the certification of sponsors as instructors, enabling them to train future team members and faculty.

CONCLUSION

Currently there are ten Rapid Response Teams functioning throughout Arkansas' High Schools. All have been well accepted. Many of the comments from administrators and faculty affirm the program's value. The most active team, Huntsville High Rapid Response Team, has branched out into three areas: community/emergency services, peer tutoring, and peer counseling. The opportunities are many and are ultimately determined by the students with guidance from their sponsors. Student involvement in our schools has always been essential, but in today's environment it has become critical. The increase in natural disasters, terrorism, and school violence, requires a comprehensive and all-inclusive approach to any school's preparedness measures. As primary occupants in the school setting, involvement of students cannot be overlooked. The Rapid Response Team initiative provides administrators an avenue to prepare students and faculty for the unexpected. Overall, the project has the capacity to impact school planning, student and staff education, and community interest and involvement in school crisis prevention, intervention, and response.

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Special Initiative McReady
MCDONALD'S CORPORATION

Kevin Hern

Tulsa OK

Introduction: Best Practice Special Initiative

Tulsa Mayor's Citizen Corps utilized grant funding and in-kind partnership support to create localized "neighborhood kiosks" for 32 restaurants in Tulsa County. These kiosks provided maps with important information citizens need to know about, including flood plains and tornado paths; family preparedness guides; flood mitigation brochures and other educational information. Each restaurant kiosk displayed a localized map designed specifically for each neighborhood to lend greater relevance to the citizens who most often frequent the restaurant. The information at the restaurant kiosks was distributed by approximately 20 Citizen Corps volunteers, and stayed at the restaurants from June 1 through the July 4th weekend. An estimated 10,000 pieces of literature were distributed through the kiosks during this time. Accepting the award for this best practice for McDonald's Restaurants is **Kevin Hern**.

McReady

A Partnership Between
McDonald's Corporation (Tulsa Co-op) and
Tulsa Mayor's Citizen Corps

Presenter: Kevin Hern, McDonald's Owner/Operator, Tulsa Co-op
Preparer: Emily Voigt, MOROCH

Handouts Provided by Tulsa Mayor's Citizen Corps

Background

McDonald's Northeast Oklahoma restaurants, partnered with the Tulsa Mayor's Citizen Corps, sought a way to utilize the power of McDonald's restaurant locations and frequency of reach to educate families about the importance of emergency preparedness. As we like to say, "Communities Grow with McDonald's," and McDonald's partnership with the Tulsa Mayor's Citizen Corps and the Family McReadiness Program illustrates this commitment perfectly.

McDonald's restaurants in Oklahoma make significant contributions to their communities on a daily basis. In 2002 alone, McDonald's Oklahoma Restaurants purchased \$254,000,000 in food and paper purchases from Oklahoma businesses; on average, their annual expenditures on Oklahoma economies contributed \$50.5 million in taxes through the generation of new jobs and additional purchases of goods and services from local businesses. Since 2000, \$61,500 has been raised in Tulsa area restaurants for Ronald McDonald House Children's Charities and their granting programs to

Tulsa area children's causes. On a single store basis, McDonald's Restaurants in our local communities consistently support local schools through McTeacher's Night fundraisers and numerous other programs to improve our local communities.

Program Overview

The Tulsa Mayor's Citizen Corps and McDonald's have partnered to better prepare families in Northeast Oklahoma for potential disasters and emergency situations from tornadoes to terrorism.

In March 2003, McDonald's Restaurants in Northeast Oklahoma approached the Tulsa Mayor's Citizen Corps regarding a potential partnership to support Oklahoma families and the mission of the Tulsa Mayor's Citizen Corps. The result from our initial meeting was McReady, a campaign in three parts that utilized the power of the McDonald's restaurant locations' ability to serve as a neighborhood center and the frequency of customers, to help promote the objectives of the Tulsa Mayor's Citizen Corps and Tulsa Partners, Inc., a non-profit entity that supports emergency preparedness and mitigation work of the Tulsa Project Impact Citizen Corps Council.

Part 1: Neighborhood Kiosks in Tulsa County

It was agreed that McReady should focus on the month of June as "Mayor's Citizen Corps Month" at McDonald's. Seeing the possibilities of reaching thousands of citizens in Northeast Oklahoma using McDonald's restaurants as neighborhood "centers," the Tulsa Mayor's Citizen Corps utilized grant funding and in-kind partnership support to create localized "neighborhood kiosks" for 32 restaurants in Tulsa County. These kiosks provided maps with important information citizens need to know about, including flood plains and tornado paths; family preparedness guides; flood mitigation brochures and other educational information and informational resources. Each restaurant kiosk displayed a localized map designed specifically for each neighborhood to lend greater relevance to the citizens who most often frequent the restaurant. The information at the restaurant kiosks was distributed by approximately 20 Citizen Corps volunteers, and stayed at the restaurants from June 1 through the July 4th weekend. An estimated 10,000 pieces of literature were distributed through the kiosks during this time period.

Part 2: Outreach to Northeastern Oklahoma

"Get a Plan, Get a Kit, Get Involved!" was the underlying theme of the outreach materials. We asked citizens to create an emergency preparedness plan, create a kit for their family to have in the event of an emergency and to get involved in Citizen Corps and other organizations that proactively address emergency preparedness. Using this theme, McDonald's printed 192,000 trayliners with information promoting emergency preparedness and providing educational resources. As a follow-up project in September, 500 full color brochures were distributed in each of the 64 Northeast Oklahoma McDonald's Restaurants as well.

Part 3: Support through Tulsa Partners, Inc.

In addition, in honor of Mayor's Citizen Corps Month at McDonald's, McDonald's made a cash donation to the Tulsa Partners, Inc. Flag Day pancake breakfast fundraiser to generate funds for further demonstration projects by Tulsa Mayor's Citizen Corps. Ronald McDonald, Grimace, and the Hamburglar made an appearance at the event and did a show for the kids. McDonald's backpacks for children were provided at the breakfast with coloring books, activities and family emergency preparedness information from a variety of entities. The same backpacks have also been provided to you at this conference.

McDonald's Northeast Oklahoma restaurants invested over \$10,000 in supporting the 2003 partnership efforts. Plans are underway to expand this program statewide in Oklahoma in 170 McDonald's locations serving an estimated 1,000 customers each day.

It would be difficult to measure the educational impact this joint venture has given to our customers in Northeastern Oklahoma. The Tulsa Mayor's Citizen Corps office has reported phone calls coming to their office in response to the information provided at our restaurants, including requests to speak about Citizen Corps and emergency preparedness in other venues. Local media coverage and the McReady activities being highlighted on the national Citizen Corps website have provided Tulsa Mayor's Citizen Corps with additional name recognition and exposure.

It is McDonald's hope that families in Northeast Oklahoma are better prepared for emergencies as a result of our educational outreach efforts with the Tulsa Mayor's Citizen Corps. This program can be easily duplicated in other areas of the state and United States, provided the funding and/or resources are available for financing the neighborhood kiosks, and we would encourage other Citizen Corps chapters to use the program outline to pursue this opportunity with their local McDonald's Co-op of restaurants. McDonald's strives to do what is right for our communities and continue to extend our company's socially responsible practices to our local hometown communities. We believe it is in our best interest as a local business to support local families through promoting emergency preparedness education and awareness.

Names and Titles of Partners, Volunteers and Board Members Associated with the Project:

McDonald's Restaurants (Tulsa Co-op):

Phillip & Tracy Farmer
Herb & Tamara Gilkey
Dan Harmon/Michelle Buckles
Kevin & Tammy Hern
Bill Osterman
Tim Rinker
Tom Rosser
DeWayne & Sherry Sampson
Robert Wagner
Bobby Wagner
McDonald's Corporation:
Jacque Robson

MOROCH (working on behalf of
McDonald's):

Emily Voigt
Tulsa Partners:
City of Tulsa
Tulsa Project Impact Citizen Corps Council
Tulsa Mayor's Citizen Corps
AEP/PSO
American Red Cross Tulsa Area Chapter
Citizens Crime Commission
Indian Nations Council of Government
Juanise Weatherman
Tulsa Partners, Inc.

*Special Initiative Biodefense Protecting Agribusiness*THE GOLDEN TRIANGLE RSVPColleen HalliburtonHardin, Jefferson and Orange Counties Texas

Introduction: Special Initiative Biodefense

The organization of the Texas Food Security Coalition helped to raise the awareness of the need to work together to protect the agribusiness and our nation's food supply. The Golden Triangle RSVP (Retired and Senior Volunteer Program) has been a division of the South East Texas Regional Planning Commission for 31 years, serving Jefferson, Hardin, and Orange Counties, which encompass a total population of 385,226. The group found emergency plans were already written and in place at the appropriate agencies addressing many of the issues brought forward, but the "end-users" (farmers & ranchers) were not easily able to access the plans. They determined the most immediate need was to formulate a "pocket guide" based on local, state & federal emergency plans. The guide will assist farmers and ranchers, to assess and respond to threats to water, food supply and animals. Once again this is an example of excellent collaboration. Accepting on behalf of all the parties involved in this effort is **Colleen Halliburton** of the Golden Triangle RSVP.

Agriculture-Business Homeland Security Initiative

Introduction

Texas is the nation's leading producer of cattle, sheep and goats with the Texas livestock industry being the leading segment of the state's agricultural economy. The Texas Department of Agriculture responded to the events of September 11, 2001 by forming the Texas Food Security Coalition. With the effort, Commissioner, Susan Combs put the farmer, rancher, producer groups and associations on the frontline to secure our nation's food supply. Ms. Combs stated in her 2002 Strategic Plan "a safe, reliable food supply has been and always will be, critical to our national defense. An assault on our food supply through biological weapons or the introduction of a foreign animal or crop disease or pest would be a highly destructive force that could be used against agriculture and America." Realizing this to be especially true in Southeast Texas, local Sheriff's Departments turned to the Golden Triangle Retired & Senior Volunteer Program (RSVP) to help initiate action with our local farmers, ranchers and agribusiness professionals. There are many aspects of this industry that interfere with the traditional approach to emergency preparedness. By nature, a farm or ranch is often isolated from others and encompasses large open spaces making it more vulnerable than many businesses. Farmers and ranchers must be multi-skilled and able to solve problems as they arise. They are resourceful, practical and relatively independent thinkers. Those same assets can be a challenge in trying to convey the significance of preparedness and cooperative efforts. The organization of the Texas Food Security Coalition helped to raise the awareness of the need to work together to protect the agribusiness and our nation's food supply.

The Golden Triangle RSVP (Retired and Senior Volunteer Program) has been a division of the South East Texas Regional Planning Commission for 31 years. The Planning Commission was established

in 1970 for the purpose of solving area wide problems by promoting intergovernmental cooperation and coordination, conducting comprehensive regional planning, and providing a forum for the discussion and study of area issues. We serve Jefferson, Hardin, and Orange Counties, which encompass a total population of 385,226. The region is located in Southeast Texas at the top of the Texas Gulf Coast, and shares the border with Southwest Louisiana. Agriculture in Southeast Texas, mostly centered on timber, rice and beef production; accounts for approximately 15% of the area's employment. In Jefferson County alone, the economic impact of the agriculture industry in 2001 was more than \$2.8 billion (from the food producers all the way to grocery stores and restaurants). In light of the tremendous importance of the agricultural industry in Southeast Texas, RSVP answered the request of our local Sheriffs and made this topic a high priority. Where do you start when faced with such a large issue? RSVP understood the nature of our neighbors and the business. We needed to define the task and gather facts, and do it before there was a disaster that impacted our area.

Approach

Leila Melancon, RSVP Homeland Security Volunteer Coordinator, recruited a team of volunteers comprised of leaders in our region's agriculture community including ranch and farm owners, large animal veterinarians and an epidemiologist. We pulled representatives from; Texas A&M Extension Agency, Sheriff's Departments, USDA Farm Service Bureau, Lamar Institute of Technology, and the Beaumont Public Health Department. These volunteers came together with the purpose to research and determine the needs of our region in regard to preparedness and safety in the event of a terrorist act. It was a far-reaching problem that would need to coordinate with many agencies that are already tasked with community safety. We needed to consider the impact on existing plans and improve communication to benefit one another. So many issues and topics were being brought to the table it was difficult to determine the group's priority focus. The Committee decided to breakdown into the following smaller focus (sub-committee) groups to conduct research and report back to the larger Committee.

Education & Public Information

- What information needs to be shared?
- How can it be shared?
- How will the information be shared if there is an event?
- Will the public know how to respond?
- Will the farmer or rancher recognize the signs?

Security

- What tools are available to help make agribusinesses more secure?
- What security issues need to be addressed?

Disease

- What kind of diseases could be involved?
- What are the symptoms?
- What is the risk?
- What is the risk to humans?

Chemical Contamination

- What testing is available?
- How accessible is it?
- What are the chemical risks?

Disposal

- How do you dispose of infected livestock or other food supplies?

- Will the disposal impact the water supply?

Authority / Chain of Command

- Who is notified and when?
- How is this procedure included in the emergency plans of the county?

Legal / Liability

- Who determines the severity of the problem and orders the destruction of private property?
- What liability is there if contamination does occur?
- What types of reimbursements are available?

The tasks were given to a variety of subcommittees to better define the scope and need. Through various reports of the sub-committees we discovered a need:

- to establish proper protocol and action plans for the farms and ranches
- to develop a guide for 24-hour contact information in the event of a disease outbreak, water contamination, or to report suspicious activities
- to increase awareness in the areas of symptoms and needed action for diseases that could most likely impact our area
- to reach out to the “gentlemen & lady” farmers that do not spend all week on their farms or ranches.
- to understand the impact of an event on the local water supply and possible contamination issues
- to interface effectively with current legislation directly impacting the agriculture community

Conclusions

The Committee found some emergency plans were already written and in place at the appropriate agencies addressing many of the issues brought forward, but the “end-users” (farmers & ranchers) were not easily able to access the plans; in addition the plans used highly technical terminology. The Committee concluded the most immediate need is to formulate a “pocket guide” based on local/state/federal emergency plans. This guide will be sized to allow for easy transport in an actual shirt pocket or vehicle glove compartment, allowing the user to have it available in fields or pastures. It will be brightly colored to prevent loss in an outdoor environment. The pocket guide will assist farmers and ranchers:

- to assess and appropriately respond to potential man-made and natural threats to water, animal, and food supplies;
- to respond to emergency situations;
- to increase vigilance over the security of their property;
- to understand who to contact in specific situations, i.e. a list of local, state, and federal emergency contact numbers and websites.

Written by: Colleen Halliburton, Director Golden Triangle RSVP – challiburton@setrpc.org & Leila Melancon, RSVP Homeland Security Volunteer Coordinator – lmelancon@setrpc.org
Golden Triangle RSVP is a not-for-profit organization with the mission to promote the utilization of the time and talents of persons aged 55 and over as community resources. The program provides a variety of volunteer opportunities for service and participation in the life of the community. The program was founded in 1972, and currently has 1,108 members volunteering at 111 not-for-profit and governmental agencies throughout Southeast Texas.

South East Texas Regional Planning Commission (SETRPC) is a voluntary association of local governments that serves an area composed of Hardin, Jefferson and Orange Counties. SETRPC was established in June, 1970 under authority provided by the Texas Legislature in 1965, and is one of 24 Regional Planning Councils that serve all of Texas. Planning Councils were founded for the purpose of solving area wide problems by promoting intergovernmental cooperation and coordination, conducting comprehensive regional planning, and providing a forum for the discussion and study of area issues.

Senior Corps is a network of programs that tap the experience, skills, and talents of older citizens to meet community challenges with Foster Grandparents, Senior Companions, and RSVP (Retired and Senior Volunteer Program). Senior Corps is part of the USA Freedom Corps and is administered by the Corporation for National Service, the federal agency that also oversees AmeriCorps and Learn and Serve America.

Agriculture-Business Committee Members:

Alan McNeil - RSVP Volunteer, Attorney, Rancher, & Farmer
Dan Crowley - RSVP Volunteer and Communications
Calvin Irvin – RSVP Volunteer and Hazardous Materials
Dr. James Boswell – RSVP Volunteer and Retired Veterinarian
Robert Bauer – RSVP Volunteer, Cattle Rancher, Rice Farmer, President
Coastal Cattleman's Assoc.
Ruby Donahue – RSVP Volunteer, American Red Cross, & EMC
Abel Dennis – Texas Animal Health Commission Inspector
Kelby Boldt – Texas A&M Agriculture Extension Agent
Darrell Guidry – USDA
Dr. Susan Rollo – Beaumont Public Health Dept. Epidemiologist & Veterinarian
Dr. Dick Cherron – M.D., Board Member TAHC, & Rancher
Toni Spencer – Farm & Ranch Supplier
Ricky Heckaman – Rice Farmer
Wayne Wilbur – Rice Farmer
Charles Reneau – Rancher, President Independent Cattleman's Assoc.
Dennis White – Lamar Institute of Technology
Kenneth Mason – Lamar Institute of Technology
John LaBrie – City of Beaumont Clean Community Division
Jimmy Bishop – Rural Real Estate Broker
Brian Abney – Rancher, Farmer, & LEPC
Jefferson, Orange & Hardin County Livestock Officers

Special Initiative Biodefense REMPSC
REGIONAL EMERGENCY MEDICAL PREPAREDNESS STEERING COMMITTEE

Harry E. Smith

San Antonio TX

Introduction: Special Initiative Biodefense

The September 11th terrorist attacks not only affected Americans' sense of personal safety, they also changed – immediately and dramatically – the way health care providers view disaster preparedness in their communities. Suddenly, in addition to the usual hurricanes and school bus accidents, providers had to start thinking about how they would respond in the event of a terrorist attack. In most communities they knew they were not as well prepared as they needed to be. Approximately 50 organizations throughout the region coalesced to form the Regional Emergency Medical Preparedness Steering Committee (REMPSC). The workgroup, with its strong direction and leadership did not wait for the money before taking steps to plan and prepare. Instead, they took action immediately to identify the initial priority areas of need for the region's hospitals and to drill down into hospital-specific implementation programs. Accepting the thanks of Region VI Citizen Corps, on behalf for the many agencies that are represented in REMPSC is **Harry E. Smith**; FACHE, Chair and Vice President, Greater San Antonio Hospital Council.

Getting the Job Done

Preparing for the Threat of Bio-terrorism REMPSC
Regional Emergency Medical Preparedness Steering Committee
South Central Texas

The September 11 terrorist attacks not only affected Americans' sense of personal safety, they also changed – immediately and dramatically – the way health care providers view disaster preparedness in their communities. Suddenly, in addition to the usual hurricanes and school bus accidents, providers had to start thinking about how they would respond in the event of a terrorist attack. In most communities they knew they were not as well prepared as they needed to be.

In San Antonio and the surrounding region of south central Texas, the health care leadership moved quickly. A group came together, dedicated to improving and expanding bio-terrorism preparedness planning on a regional basis. Approximately 50 organizations throughout the region coalesced to form the Regional Emergency Medical Preparedness Steering Committee (REMPSC).

Within a month after the terrorist attacks, REMPSC held its first formal meeting and laid out both a 60-day work plan and a long-term, "ideal" plan that required additional time and funding to develop and implement.

REMPSC members represent the broad array of health care services in the region, including public health, military medical emergency planning, EMS, acute care and trauma care. They were well aware of the need for immediate action. Our country had just been attacked. Nobody knew what was next, but this group recognized and acted on the need for a 'quick and dirty' plan.

Within 60 days of its first meeting in October 2001, the committee staged a “tabletop exercise” to simulate how health care providers would respond, using available assets, in the event of a bio-terrorist attack. The purpose was to identify gaps in the health system’s ability to respond to this type of emergency and to communicate among providers, law enforcement, and other responders.

The exercise involved a broad spectrum of organizations throughout the south central Texas region, which covers 27 counties and 22,000 square miles. They ranged from the public health system, hospitals, trauma health systems and pharmacists to the San Antonio Emergency Operations Center, fire departments, and the U.S. military’s Joint Forces Command.

Following the exercise, REMPSC performed a gap analysis. The results were encouraging. There were definitely gaps to be filled, but with the strong relationships in place between the various organizations, the communications capabilities were realized as a critical component in addressing the gaps.

One reason that REMPSC was able to move quickly to organize and develop a work plan was that most of its members were already accustomed to working together on emergency preparedness. Many of the organizations involved in REMPSC were already involved in a well-established working relationship, called the Joint Emergency Management Committee, which was formed by combining separate committees that had been in place at the Greater San Antonio Hospital Council and Bexar County Medical Society. Having in place this long-standing dialogue between local military planners, trauma organizations, hospitals and EMS allowed for smoother and more rapid communication and coordination in addressing bio-terrorism planning issues. An additional critical piece of the common understanding was the recognition that planning must be on a regional basis as opposed to only the large metropolitan area. The experienced players who came together knew all too well that geographical and political boundaries are arbitrary and potentially can cause gridlock in a disaster situation. Thus while the metropolitan area was identified as being at higher risk of an event occurring, it was also recognized that no area could be completely ruled out as a potential disaster site. This consensus helped bring about further unity in purpose, with the recognition that resources from throughout the region could provide the critical support necessary in time of need.

Still another key to the REMPSC’s success has been the local and regional public health agencies’ role on the committee. The public health authority is historically geared toward surveillance and other traditional ‘public health’ concerns. So the transition to a role in coordinating pre- and post-acute health care issues has been somewhat new territory for the agency. Nonetheless, public health has now taken a significant leadership role within the REMPSC now that its resources have been expanded.

An initial challenge for the committee was its size. The inclusive nature of the REMPSC forum led to broad, diverse discussions at the meetings. The committee addressed this by establishing a “coordination workgroup” that is made up of the key stockholder’s senior decision-makers, who provide overall guidance to the REMPSC process. Currently, there are seven specified work groups of volunteers addressing prioritized issues:

- Public Health and Surveillance
- Education
- Strategic National Stockpile (SNS)
- EMS/Hospital Disaster Group
- Workforce
- Mental Health

- Radiologic Health

Another challenge for this volunteer collaboration is in its ability to “stay the course” over time. As in many volunteer situations, the initial interest and enthusiasm tends to level off over time unless there is something to keep interest levels high enough so individuals feel compelled to stay involved in addition to the demands of their “day jobs”. What has occurred to impact this in our region is the influx of funding support.

Recently, the state of Texas dispensed federal HRSA funds to each region to support their bio-terrorism preparedness planning efforts. The REMPSC work group on EMS/Hospital Disaster planning (EHDG) was designated by the region’s hospital CEOs to administer the nearly \$700,000 specified for hospitals this first year. For FY 2004, the funding level is to be near \$2,600,000.00.

This funding is a significant step for hospitals. But the workgroup, with its strong direction and leadership did not wait for the money before taking steps to plan and prepare. Instead, they took action immediately to identify the initial priority areas of need for the region’s hospitals and to drill down into hospital-specific implementation programs. These prioritized issues address intra and inter-hospital communications, decontamination supplies, equipment and training, inter-agency security issues, and various infection control issues within the regional 53 hospitals.

The next steps involve further communications and refinements among all the REMPSC groups, with the goal of obtaining long-term funding support for the prioritized needs of the region. With the leadership focused on maintaining and enhancing the coordination among the wide range of organizational interests, the future holds promise of having a region well prepared to protect its citizens.

Special recognition must go to all the individuals who have committed so much of their energies to this process. With the certitude of overlooking those who should be recognized, the following representative list will have to suffice.

W.S. “Chip” Riggins, M.D., Texas Dept. of Health, Region 8
 Charles Bauer, M.D., Co-Chair, Joint Emergency Management Committee
 Don Gordon, M.D., Co-Chair, Joint Emergency Management Committee
 Bill Rasco, President/CEO, Greater San Antonio Hospital Council
 Kay Peck, past Executive Director, Bexar County Medical Society
 Chief Mike Miller, SAFD, Emergency Operations Coordinator, City of San Antonio
 Fernando Guerra, M.D., Medical Director, San Antonio Metropolitan Health District
 REMPSC Chairs:
 Eric Epley, EHDG Workgroup, Ex. Dir., SW Texas Reg. Advisory Council for Trauma
 Jan Patterson, M.D., Education Workgroup, UT Health Science Center, San Antonio
 Roger Sanchez, Public Health Workgroup S.A. Metropolitan Health District
 Don Morse, DDS, Public Health Workgroup, S.A. Metropolitan Health District
 Elizabeth Walter, Strategic National Stockpile Workgroup, USAF (retired)
 Richard Rodriguez, Workforce Workgroup, University Health System
 Joe Thornton, M.D., Mental Health Workgroup, UT Health Science Center, San Antonio
 Martin Meltz, Ph.D., Radiologic Health Workgroup, UT Health Science Center, S.A.
 Presented by: Harry E. Smith, FACHE, Chair
 Vice President, Greater San Antonio Hospital Council

Chapter VIII Best Practice Section II

There were several best practice reports that were given, for the first time at the conference, by defining the project without actually reading the document for the first time at the conference. While not technically read at the conference, the information was shared. To avoid any problems we have tried to maintain the formatting of each author.

Neighborhood Watch

TULSA MAYOR'S CITIZEN CORPS PROGRAM

Tim Lovell

Tulsa OK

Introduction: Best Practice Programmatic Neighborhood Watch

The Safe & Secure program was designed to engage neighborhoods, businesses and non-profit organizations in a process of becoming prepared as a community for a natural or man-made disaster through assessment, education and preparedness projects. Funded through a grant from the Corporation for National and Community Services a seven step plan using existing models was implemented. This is a lesson on collaborative and productive participation. Accepting the award for this program is **Tim Lovell** the Intergovernmental Relations Coordinator for the City of Tulsa

Safe and Secure

By Timothy M. Lovell, Intergovernmental Relations Coordinator, City of Tulsa

OVERVIEW

This presentation will cover the following topics:

- Describe the relationship between Tulsa's Citizens Crime Commission and the Mayor's Citizen Corps Program;
- Describe how our local Alert Neighbors (Neighborhood Watch) program was incorporated into the development of the Safe and Secure process;
- Review what prior models were used in creating the Safe and Secure process;
- Discuss how the seven-step process was developed and implemented;
- Provide some examples how this process has been used; and
- Discuss future plans for the further refinement of Safe and Secure.

BACKGROUND

A key component of creating a successful Citizen Corps program is having partnerships from the entities needed to create the volunteer initiatives. In Tulsa, the presence of the Tulsa Project Impact program allowed for the immediate creation of a Citizen Corps Council with representation from a

variety of sectors. Created in 1998, the Tulsa Project Impact program emphasized public-private partnerships and public education to promote disaster preparedness and disaster mitigation. Its steering committee included representatives from emergency management, police, fire, public health, and community-based and faith-based organizations. In March 2002, this steering committee was designated as the local Citizen Corps Council, which oversees the Mayor's Citizen Corps program under the auspices of Mayor Bill LaFortune.

One group not previously a part of the Project Impact program was the Citizens Crime Commission. Created in 1971, this non-profit organization oversees the Alert Neighbors program, which is the local equivalent of Neighborhood Watch. The Commission has a similar public-private partnership model, working closely with and involving public sector entities such as the police department and sheriff's office, and private sector interests such as the media to promote citizen involvement in crime prevention. Given this background in public-private partnerships and service, it came as no surprise that the Citizens Crime Commission joined the Citizen Corps Council to promote coordinating our initiatives. Its current executive director, Brooke Gwartney, became an active participant in the development of our Citizen Corps initiatives, especially the Safe and Secure Program. Soon after, an article appeared on the *USA On Watch* web site highlighting our joint initiatives.

SAFE AND SECURE DEVELOPMENT: MODELS/ANTECEDENTS

The Safe & Secure program was designed to engage neighborhoods, businesses and non-profit organizations in a seven-step process of becoming prepared as a community for a natural or manmade disaster through assessment, education and preparedness projects. Funded through a grant from the Corporation for National and Community Service, planners used the following models to guide the creation of this program:

- **Tulsa Project Impact** -- Tulsa Project Impact worked with entities ranging from apartment complexes to neighborhoods to perform natural hazard assessments and emergency planning using trained professionals such as architects, engineers, and emergency managers. Businesses and non-profit agencies were assisted with "Open For Business," a continuity curriculum developed by the Institute for Business and Home Safety and offered through Tulsa Project Impact and the Association of Contingency Planners. This natural hazard assessment and planning work through Tulsa Project Impact provided the groundwork for Safe and Secure.
- **City of Tulsa Critical Facility Assessment** -- In November 2001, the City of Tulsa began an internal program that used a technical advisory group of nationally-recognized experts arranged by Tulsa Project Impact to train city employees in assessing critical city facilities. This internal city program, also using the name "Safe and Secure," provided the template for a comprehensive assessment and planning process that reviewed both the potential hazards of manmade disasters such as terrorism and crime with natural disasters such as tornadoes and floods. Often, the same measures that were recommended to minimize a man-made hazard such as an explosive blast would also apply to a natural hazard such as tornadic winds.
- **Community-Based/Faith-Based Organization Study** -- A study commissioned by the Federal Emergency Management Agency in 2001 proposed to identify model communities that have involved community-based organizations and faith-based organizations in emergency preparedness and disaster mitigation. Demonstration communities were then chosen to initiate such partnerships, identify hazards in each community, and then respond with a mitigation project of some kind. Developing community partnerships for mitigation projects based on an assessment process became a key component of Safe and Secure.
- **Disaster Resistant Neighborhoods** -- This program by the American Red Cross in Tallahassee, Florida provided valuable information on assisting neighborhoods in assessing their risks and preparing for natural disasters as well as response to man-made hazardous materials. (www.tallytown.com/redcross/drn.html) It also led to a national pilot done recently in the Tulsa

area by the American Red Cross and State Farm Insurance called the **Safe Neighbor Network**. The pilot is similar to Safe and Secure but was developed independently. Representatives of both programs have shared tools and information to the mutual benefit of both initiatives.

SAFE AND SECURE SEVEN-STEP PROCESS

Using the above models as a basis for comparison, representatives of our various partners helped our Citizen Corps staff develop this seven step comprehensive program. Two key principles guided the development of this program. First, it was felt that the best homeland security in terms of citizen involvement would be to focus on building a strongly-interconnected community, using the neighborhood watch model of neighbors watching out for neighbors and people working together. Second, whenever possible we would use the existing resources of our partners for education and training rather than "recreating the wheel." We will describe the seven-step process based on the intended goal of the step, how the step was developed, and the special components or features of each step.

1. Outreach and organization.

Goal: Engaging neighborhoods, businesses, and public and non-profit entities in the program.

Development: This initial step required speakers to go out to groups and describe the Safe and Secure process. The speaker's bureaus of Tulsa Project Impact and Citizens Crime Commission were provided instruction on presenting a PowerPoint on this program as well as a general PowerPoint about the entire Citizen Corps program in Tulsa. The executive director of the Citizens Crime Commission and the coordinator of the Mayor's Office for Neighborhoods worked together to identify target neighborhoods to present this program and ask them to become pilots for this process. It was felt that neighborhoods with an Alert Neighbors program and with a neighborhood association would provide the best environment for testing the process.

Special features: In each presentation, the need to build strongly-interconnected communities was emphasized. Designed to last on average 8-12 weeks, we also stated that scheduling could be flexible to the needs of that neighborhood or business. The neighborhoods/businesses/non-profit entities that participate are called community units in the following steps.

2. Assessment of needs and opportunities.

Goal: Analyzing the risks, vulnerabilities, and capabilities of the participating entities.

Development: Representatives of entities such as the Citizens Crime Commission, the Mayor's Office for Neighborhoods, the American Red Cross, the Tulsa Fire Department, and Tulsa Project Impact's Technical Advisory Group met over the period of a month to review existing assessment forms. These forms, which covered public safety, public health, and disaster preparedness issues, were whittled down to a neighborhood block assessment form, a resident assessment form, and a business/non-profit agency assessment form. Neighborhood residents are asked to use and disseminate the neighborhood block and resident assessment forms, then return them to the program volunteer assisting with this process.

Special Features: An ESRI Geographic Information System developed by the Indian Nations Council of Government through Tulsa Project Impact provided each site with information of local flood plains, tier two hazardous waste facilities, as well as the locations of resources such as police and fire stations. Participants are told of a police crime statistics mapping system that can be accessed on the web. Businesses and non-profit agencies are also given the opportunity to have one of a group of trained architects, engineers, or contingency planners offer an educated eye about possible vulnerabilities at a site.

3. Planning.

Goal: Identifying strategies and mitigation opportunities to improve safety and ensure continuity of services in a disaster.

Development: Ideas for mitigation and preparedness projects were gathered to assist volunteer facilitators in working with the community units. However, the planning step was primarily designed as an exercise in facilitating neighborhood discussion of possible ways to minimize vulnerabilities and use resources based on the information/results of the assessment step. Also, based on information from resident assessments, training and education opportunities are highlighted as courses people should consider taking.

Special Features: A project identified in this step is to be used in the step 5 mitigation and preparedness step. Community units are also encouraged to pursue all identified projects.

4. Training and education.

Goal: Providing training and education to participants on a variety of disaster- and emergency-preparedness topics.

Development: It was decided that the education and training programs would all be optional--they would only be offered if people in a community unit were interested in taking the class. An overview of the Alert Neighbors program was offered as an education module. The CERT program, which was just being implemented by the Tulsa Area Emergency Management Agency, was also offered to neighborhoods. Other partners such as the American Red Cross, the Tulsa Fire Department, the Tulsa City-County Health Department, the Association of Contingency Planners, and the Language and Culture Bank provided training for our volunteer facilitators or the facilitators themselves for a variety of course offerings. These training/educational modules are delineated in a fact sheet provided as a handout with this presentation. Many of the partners provided their training and/or volunteers as an in-kind service. In some cases, our program provided a mechanism to meet the objectives of the partnering agency. The City County Health Department, for example, had a grant to offer bioterrorism education to the public, which they provided in part through Safe and Secure.

Special Features: All of the course offerings were provided free of charge to the recipients, and for the first year were provided at the neighborhood/business/non-profit agency site. Because we wished to emphasize community building, neighborhoods and businesses were strongly encouraged to participate in the Alert Neighbors program as well as the CERT program.

5. Mitigation and preparedness.

Goal: Implementing mitigation/preparedness measures to enhance safety and service continuity.

Development: Each community unit is to do a mitigation or preparedness project, no matter how small, to minimize or prepare for some threat related to public safety, public health, or disaster preparedness identified in the planning step. The project is chosen by the community unit and is done by the community unit, although outside resources or volunteers may be contacted to help. The project may access existing programs to achieve a goal. For example, the City of Tulsa has a free smoke detector program for residents of low to moderate income that could be used. Projects could be as simple as cleaning up blighted areas, with the idea that such blight affects crime rates, or dumping out sitting water that breeds mosquitoes and West Nile Virus, or putting an Automated Electronic Defibrillator or NOAA Emergency radio in a business or agency.

Special Features: Each community unit is required to do some kind of mitigation or preparedness project in response to what is discussed in the Assessment and Planning steps.

6. Community connections.

Goal: Assessing and developing plans for the individual and group involvement in the larger community, both in a large-scale disaster and in building community in Tulsa.

Development: Once people know how to be safe in their homes, their neighborhoods, their places of work, we want them to consider their role in the larger community. We discuss in a final meeting what opportunities there are for volunteer service through the Citizen Corps program and our partners. We also suggest any ways a particular community unit might be able to assist the larger community in the event of a disaster. For example, a church or business site might be able to be an emergency shelter during a disaster.

Special Features: The final meeting is treated as a graduation ceremony where the successes and highlights of the program in that community unit are celebrated. A pitch is then made for the various programs we have available for volunteer service, including Alert Neighbors.

7. Volunteerism.

Goal: Strengthening the larger community through volunteerism.

Development: This seventh step is really combined with the sixth step, in practice.

Special Features: People sign up to become Citizen Corps volunteers. At this point, the Safe and Secure process becomes more than an education/training program but rather a true volunteer recruitment and mobilization program. For purposes of the grant, we have set an average number of five recruited volunteers from each community unit. (CERT members could be called for city-wide activities, and are automatically counted toward this number.)

Contacts after Process Completion

Once the Safe and Secure process is completed, follow-up contacts and training are expected to occur through the Alert Neighbors program and/or through the CERT program.

RESULTS AND FUTURE PLANS

In our first year (September 2002-August 2003), our intent was to reach 20 community units. Due to a variety of factors delaying staff and volunteer recruitment, we had 16 community units either completed or in process as of October 2003. One of the greatest successes of the program has been the variety of venues these community units represent. Small and large neighborhoods, condominiums, apartments, a Hispanic church, a tribal-related Head Start facility, the information technology center for the Bank of Oklahoma, and the corporate headquarters of Dollar Thrifty Rent A Car are Safe and Secure sites. Non-profit agencies such as Habitat for Humanity, the Metropolitan Tulsa Urban League, and TSHA (Tulsa Speech & Hearing Association) are all Safe and Secure sites and/or are allowing us to provide this program to their constituent communities. More are signing up every week as word gets out about the program. Sixty more sites are anticipated for year two.

Among the adjustments we've had to make to the program has been how training and education are provided to the community units. Because some sites had as few as three people for a training module and because of rising demand, we will be consolidating many of the training modules into monthly sessions for multiple community units, unless a site has over twenty participants. The outreach, assessment, planning, mitigation, and the final steps of recruitment would still be done on site. Consolidation may also affect a second problem that has developed. Due to the schedules of the community units, the length of time for completing the process has ranged from just over a month to eight months instead of the anticipated eight to twelve weeks. At least two neighborhoods have asked that the training sessions occur once a month during regular neighborhood meetings. Consolidation might speed up the process time if a neighborhood does not have the requisite number of attendees to offer the course on site.

Training and involvement of our volunteer facilitators has also been an educational experience for our program. The speakers' bureaus of both Tulsa Project Impact and the Citizens Crime Commission were under-utilized for the outreach presentations, both due to the staff being requested for the engagement and because speakers did not feel ready to present this new material. In year two, we anticipate sending volunteers out in pairs for these presentations with staff present for the initial outings. We will also be training volunteer coordinators to manage the coordination of volunteer presenters and meeting locations for the community units. In the original plan for Safe and Secure, volunteer facilitators assigned to each community unit were to work as a team and select a team leader to serve this function. In practice, the facilitators were focused on their own presentations and were unwilling to take on the additional task of being a team leader. Coincidentally, there were also volunteers unwilling to make presentations but

willing to serve in more behind-the-scene roles. We will also attempt to pair volunteers for these tasks as well instead of assigning one per community unit.

Finally, both experience and advice from our grantor, the Corporation for National and Community Service, have led us to develop a memorandum of understanding document for both the partners involved in the project and the community units themselves. The first MOU was done between the Mayor's Citizen Corps program and the Citizens Crime Commission on the shared use of volunteers from each program.

As we move forward, we expect Safe and Secure to both build on the Alert Neighbors program and to break ground for Alert Neighbors in new areas. One of our performance measures for our grant in year two states that half of the community units will either commit to future or revitalized involvement in the Alert Neighbors program or set up a CERT team. These seeds will be sown for Alert Neighbors and CERT to reap in the future and, with them, help build a safer, stronger community.

HANDOUTS AT CONFERENCE: Safe and Secure Fact Sheet, Safe and Secure Promotional Materials, Safe and Secure Assessment Tools, USA On Watch article, PowerPoint presentation.

Special Initiative LA United Methodist Disaster Recovery
LOUISIANA UNITED METHODIST DISASTER RECOVERY

Sara Schoeffler

Lafayette LA

Introduction: Best Practice Special Initiative

After the storm, after the professionals leave there continues to be a need to heal a community in many ways. More than 940 people dedicated to serve their neighbor in as part of their faith came to together to make a difference for more than 100 families needing home repairs. How do you harness and direct nearly 24,000 volunteer hours to help your area recover. How do you manage nearly a half million dollars worth of in-kind donations? People were needed to replace roofs, lay floors, replace porches and heal hearts. As they serve in the name of one, who was raised by a carpenter in far off Galilee, the volunteers talk about how they benefit from volunteering, with the same passion as they have for helping their neighbor. Faith based outreach during disasters has been a part of every community. Citizen Corps is pleased to recognize this effort to continue the healing after the Lili caused so much damage and heartache. Accepting on behalf of Louisiana United Methodist Disaster Recovery is **Sara Schoeffler**.

RECOVERY IN THE MIDST OF DISASTER

LOUISIANA CONFERENCE OF THE UNITED METHODIST CHURCH

Sarah Schoeffler, author

On October 3, 2002 Hurricane Lili ravished the coastal communities of South Louisiana. As the storm dropped from category 5 to category 2 much of the anticipation that goes with such a storm began to diminish. The media turned their attention to other news worthy issues. But even at a Category 2 Hurricane, hundreds of our *big old Oak Trees* were ripped out of the ground devastating our landscape, homes and transportation (a fete of removal of its own to deal with). At the same time the winds ripped off roofs, blew over trailers, knocked homes off their pillars, burst open doors and windows allowing the rains that ensued for weeks after the storm to continue to destroy our homes and places of business. Downed electrical wires and blocked roadways called for relentless hours of work for the first responders to disaster.

There were 176,317 FEMA intakes. As the first responders commitments came to an end, the

needs of the poor, elderly, disabled and single parents began to worsen. How were they to live through this setback? How could they ever work through the *papers* that came from F.E.M.A.? No insurance or too little an amount to even begin heading towards recovery. How could they hope to ever put their lives back together?

The United Methodist Church on our General Church level has been committing to helping in disasters since World War II. U.M.C.O.R. (United Methodist Committee on Relief) known among

disaster responders, enables our churches within the effected state to be able to rise up in response – thus the formation of Louisiana United Methodist Disaster Recovery UMDR) after Hurricane Lili. We have become recovery responders who stay on location for the long haul, helping to rebuild lives as well as homes for those who are financially impoverished and are in need of a helping hand. It is a call for the church “*to be the Church*”, and the United Methodist Church along with many other denominations has accepted that call.

Louisiana ranks fifth in the nation of people and children living below the poverty rate, we rank fourth among our southern neighbors. The population in Louisiana is 4,465,430. Before Hurricane Lili struck her blow, 16.2% of our people were living below the poverty level, 38.6% earned less than 1 ½ times the poverty level.

(Figures are from Council for a Better Louisiana (CABL) – www.cabl.org Fact Book)

When the wrecking winds of hurricane force blows across the badly maintained homes of the poor, major damage occurs. It is our mission to be there for these people. Through the collaborative efforts of U.M.C.O.R. and the Louisiana Conference of the United Methodist Church, we have over the past year been involved with 334 cases (and numbers continue to add on as we find people who have “fallen through the cracks”). We have addressed the needs of 162 families and are continuing to work with 98 families to bring them to recovery. It has been through the efforts of approximately 971 volunteers that we have been able to make this happen. An office staff of caseworkers succeeds in bringing families in our caseload through a number of resources that help with funding beyond the FEMA allotments, or in some cases where they were denied FEMA funding. Caseworkers resource families further in health and social issues, and have been invaluable friends for our families. We have a volunteer coordinator that works with the recruiting of volunteers throughout the church and civic organizations- some locally, others nationwide. A construction foreman is responsible for making ready the jobsites and leading volunteers to accomplish the work.

The United Methodist response is an established means for local peoples to become involved in taking action in their disaster response. Every community has churches that are to reach out to put their hands on the needs of the poor. Churches need to be included in your VOAD meetings. The United Methodist Church has a system in place. In major disasters the Bishop of that area assesses the destruction and makes the call to U.M.C.O.R. for support when needed. Help arrives from U.M.C.O.R. to assist in organizing the response office, to guide paid staff in collaborating with

F.E.M.A., the American Red Cross and VOAD and to inform us as to joining or helping to establish Unmet Needs Committees or Interfaith Groups (set up by Church World Service) that are to resource those who can not meet recovery by their own means. U.M.C.O.R. has a database that helps to organize case management, volunteers and construction needs. It is very helpful to be a part of canvassing in the areas of destruction to know what and where the needs are. We worked in collaboration with VOA, Options for Independence and with Neighborhood Canvassing Blitzes that UMDR set up. As we began a data base of family cases, we brought in volunteer estimators from CRWRC (Reformed Church). Cases were being brought to Unmet Needs Committees, volunteers were being recruited to rehab homes of our elderly, disabled and single parent families, an experience to be a part of! Training through American Red Cross for disaster is very important. It is always good to be prepared before disaster hits.

Our efforts were not accomplished alone. Many agencies have gathered around Unmet Needs Committees striving to supply resources for those areas of people’s lives in distress as a result of natural disasters. When others have reached recovery, and a year from this disaster has gone by and those living on the margin are still anxiously waiting solutions for their ongoing problems, we work

hard to not only bring hope for those in need, but a stronger defense against disaster as we strengthen homes to be better prepared for the future onset of storms.

Task Force, Staff and Other Team Players

Members Task Force: Louisiana Bishop William W. Hutchinson, Dr. Don Cottrill, Chairman, Mr. Joseph Burke, Rev. Bill Moon, Rev. Scott Bullock, Mr. Walter Parker, Sr., Rev. Walter Parker, Jr., Rev. Susan Pugh, Mrs. Alice Rothrock, Ex. Officio: Rev. Dale Hensarling, Rev. Larry Norman, Rev. Tom Hazelwood, U.M.C.O.R.

Members of Staff: Sarah Schoeffler, Director; LaTrelle Boudreaux, Office Manager; Elizabeth Bodin, Volunteer Coordinator; Rick Gassman, Construction Foreman; Jenni Lasseigne, Case Manager; Rebecca Rutherford, Case Worker; Deborah Vining, Case Worker; Elbert Dawson, Case Worker

Stipend Volunteers: Gina Guilbeaux, Shawn Riley, Kenneth Ransonnet

Collaborative Agencies: United Way of Acadiana, Unmet Needs of Acadiana, 232-HELP, S.M.I.L.E. Community Action Agency, Council on Aging, Interfaith Groups, Catholic Diocese of Lafayette and Houma-Terrebonne, Lutheran Disaster, Presbyterian Church, TRAC of Houma, Volunteers of America, Options for Independence, American Red Cross, FEMA, and numerous volunteers, local and from throughout the United States.

Special Initiative Congregate Care

CHISHOLM TRAIL CHAPTER AMERICAN RED CROSS

John Apodaca

Tarrant County and Surrounding Communities TX

Introduction: Best Practice Special Initiative Congregate Care

John Apodaca, of the Chisholm Trail American Red Cross, will present the overview of a program that demonstrated the synergy that is created when a vision comes together with leadership and the drive to help one's neighbor. With very few resources, this chapter organized a program that targeted congregate care facilities such as nursing and assisted living facilities. Are these vulnerable citizens safe in your town? Learn how this chapter met a need with the help of other professionals in their community. John was unable to present his paper at the conference because of other conflicts.

Protecting Vulnerable Citizens

Planning for Congregate Care Facilities

October 2000, aging services providers in the 14 counties of North Central Texas were prompted to take action based upon the 2000 Fort Worth Tornado and the massive grass fires of 1999 in Parker County. A "Call to Action" was sounded by the North Central Texas Area Agency on Aging, bringing together service providers from all levels of aging and disability programs. From the first meeting, committees were formed to review regional and local levels of preparedness and begin the basis of a Regional Aging/Disability Preparedness Plan. Service providers began conducting self-studies of agency resources and capacities. A review of potential disaster and emergency events was conducted to determine and plan for an agency's ability to respond. Agency and providers developed an outreach and awareness plan to link and complement existing local emergency services with the development of Cooperative Agreements. Agencies began a community education program aimed at seniors and disabled to educate and train them on how to prepare and respond in the event of a disaster or emergency. A team approach was used to coordinate the efforts and activities of aging and disability service providers and the local/regional disaster and emergency management personnel. Educational workshops, brochures and PSA information were distributed to individuals, service agencies and media outlets. When an event occurs, resources are pulled together and a comprehensive approach is utilized in the management and coordination of effort. To date, a continuation of efforts exist with the further development of cooperative agreements, building relationships with local law enforcement, fire/safety, regional emergency/disaster services and outreach activities to the elderly and disabled population of North Central Texas. Disaster teams were developed set-up triage teams in the affected area to assess and address the extent of the incident. Once the event has been assessed, secondary responders become involved. At this point, aging and disability service providers (secondary responders) assist with the disaster/emergency operations. The local chapter of the American Red Cross and local city/county/regional emergency response coordinators establish shelters and assistance centers where mobile elderly and disabled persons come to seek temporary shelter and assistance. Aging and disability service providers are a

resource of the shelter assistance center providing case managers to assist those seeking help. This is a coordinated effort that Chisholm Trail Chapter has been involved with for more than three years.

The American Red Cross, a humanitarian organization, led by volunteers and guided by its congressional charter and the fundamental principles of the International Red Cross Movement, will provide relief to victims of disasters and help people prevent, prepare for and respond to emergencies. Chisholm Trail Red Cross of Fort Worth Texas prides itself on helping the community prepare for potential risks. One of the most vulnerable aspects of our community is the congregate care facilities. With the help of the local council of governments and the Red Cross efforts were made to assist nursing care facilities to develop and exercise their plans of action.

Phase 1 was a matter of fact finding and gathering samples of other similar facility plans. Phase 2 was actually writing an effective plan. Phase 3 was communicating that plan and offer training to staff and especially maintenance personnel. Phase 4 was to exercise the plan and phase 5 redirect and compensate for the learning resulting for the exercises. Phase 6 is not really a phase it is the need to continue to upgrade and maintain the program.

The first three phases required a great deal of collaboration with other agencies. Phase one required an analysis of evacuation plans, designate meeting places and prepare signs for them. The facility photographed the turn off valve with a detailed description and posted it. It considered potential risks and special needs of those various risks. This phase also laid out plans for effective communications, established a chain of command and evaluated a means of accounting for staff and employees. The group looked at non-ambulatory patients and the special needs of the facility and had the fire department assess any potential risks. During phase two the employee EPP handbooks were written as were the resident booklets. The graphics for the evacuation routes were prepared and the systems operation and emergency handbook was finalized. This group also prepared the emergency plan checklist and the communications flow sheets. Phase three saw the bulk of the training time. This training included first aid training that the Red Cross helped to facilitate, resident training and staff training.

The process of exercising the program took some extra time to allow the residents to relax between events. Any disruption in the daily life of the residents is viewed with some fear and concern. It was necessary to practice evacuating non-ambulatory patients as well other residents. All of the contingencies were practiced within the facility and with the cooperation of other agencies. The process was not complete until there was analysis of these events and adjustments made to the design of the plan to incorporate those changes.

The Red Cross with the help of other agencies organized some questions that should be addressed by owner/operators of a congregate care facility.

Are these direction and control questions answered:

- How does your facility gather information about impending disasters?
- How is this information processed?
- Who is responsible for processing this information?
- Who has final decision making authority for your facility?
- Where are the plans kept?
- How do you alert and notify your staff about an impending emergency?

How are warning activated and responded to:

- Who do you warn?

- What method do you use for warning?
- Do individual staff members have authority to issue warnings when a disaster is imminent?

Are the plans for sheltering and evacuation answered?

- Have you identified when you will shelter in place?
- Have you identified when you will evacuate?
- What is the status of your emergency food, water, and power supplies?
- Do you have written formal agreements with a facility to shelter your residents and staff?
- If no, do you have verbal agreements? With whom?
- Do you know your evacuation route?
- Do you plan to evacuate well ahead of the general public, time permitting?
- How do you plan to transport your residents and staff?
- Do you have written agreements with a transportation agency?
- If no, do you have a verbal agreement?
- Are you planning to use facility vans and or personal vehicles? How many and what types and capabilities do you have?

This is an ongoing need for any community and we hope that enough information has been provided to assist in this effort. We have provided a sample plan in the appendix, and a copy of the Texas Department of Human Services evacuation guidelines. (Summarized by Paula Jaeger from data provided by John Apodoca, Director of Emergency Services for the Chisholm Trail Chapter of the American Red Cross)

Special Initiative Biodefense Bridging Cultures to Protect Citizens
SHIPROCK SERVICE UNIT – INDIAN HEALTH SERVICE

Kimberlae Houk

Shiprock NM

Introduction: Special Initiative Biodefense

In response to recent national crises, a smaller comprehensive rural medical facility has had to face the prospect of providing a system for prophylactic care for its complete population. This has forced the medical facility to ask for help from its community. Historically, the community population anticipated that the medical facility would always be there to meet any medical need. With education, community members learned about prophylactic care and how they could help. Twenty-two individual community chapter houses voted and passed legal resolutions agreeing to “plan, prepare, and facilitate” mass prophylactic clinics and to provide primary or secondary facilities for these clinics. Instead of expecting the small rural hospital to come to the community; the community is now asking where to go and how they can help. Accepting on behalf of the many agencies and jurisdictions involved with this project is CDR **Kimberlae Houk** RN,MSN; Public Health Nurse

Bridging Cultures to Protect Citizens

Rural Prophylaxis Mass Clinic Planning for Epidemic or Terrorism Events

Contact Persons:

CDR, Kimberlae Houk RN,MSN; Public Health Nurse and Dr. Lynn Sweeney, ER MD – Shiprock Agency; Northern Navajo Medical Center, PO Box 160, Shiprock, New Mexico 87402 Telephone (505) 368-7419; Fax (505) 368-7416.

Motivation

Because of increased national awareness of infectious disease, both as a weapon of mass destruction and as an emerging potential epidemic, the need was identified to be able to administer vaccinations or prophylactic medications to large populations in a brief period of time using currently available resources.

Local history demonstrates the ability for hospitals on the Navajo Nation to react to small community epidemics, such as meningitis, measles, hanta-virus, and plague. In year 1991, 60,000 were vaccinated against measles, across the Navajo Nation, over a 30 to 60 day period, thereby averting an epidemic. In the mid 1990s, several thousand exposed persons were given meningitis prophylaxis after several Meningococcal deaths. In both of these cases, community clinics were established at community Chapter Houses. These community clinics have been staffed entirely with Public Health personnel.

Current concerns were triggered by the use of *Bacillus Anthrax* in 2001, the potential use of smallpox as a bio-weapon, and the emergence of SARS. The need to be able to vaccinate or prophylaxis a large number of community members in a very brief period of time would overwhelm the resources of any Public Health department. If the need for prophylaxis were local only, additional staff could be requested from other health departments and federal agencies. In a large state or national situation, outside resources may not be readily available. Additional staff could be recruited

from local hospital and clinics, but would be limited due to the need to continue medical care. Potential additional staff needed to be discovered from local sources to supplement Public Health staff.

Problem Statement

The Shiprock Service Unit (SRSU) consists of a small, comprehensive, acute care medical facility, Northern Navajo Medical Center (NNMC), and a public health clinic. The SRSU is tasked with responding to the medical needs of a population of 50,500 community members. NNMC is the sole Indian Service hospital provider for a large geographic area covering a significant portion of San Juan County, New Mexico along with small areas in eastern Arizona and southern Utah. This “service area” is divided into 22 community units called “Chapters” with a population of about 50,000.. San Juan Regional Medical Center (SJPMC) in Farmington provides hospital care for the remainder of the approximately 150,000 population in San Juan County. New Mexico Department of Health maintains an office in San Juan County with a small staff.

In an infectious disease emergency, these 3 agencies would face the challenge of designing and staffing a prophylactic care/vaccination clinic for 150,000 persons, possibly using only the personnel resources available in the county.

(Solution: Ask the community for help.)

Approach

Local Emergency Planning Committee (LEPC) Public Health Committee

Historically hospitals, county health departments, and other medical entities within San Juan County (SJC) have not had a close working relationship, and communication has been poor. San Juan County has a strong Local Emergency Planning Committee (LEPC), although heavily involved with hazardous material issues due to the large number of oil and gas companies in the area. The LEPC has always solicited membership from all potential emergency response agencies. The SJC LEPC monthly business meeting was the catalyst for representatives from the two different departments of public health to meet and realize the need for collaboration, which resulted in a LEPC Public Health Committee (LEPC PHC).

The LEPC PHC began meeting just a few months prior to September 11, 2001. Immediately after September 11, it became obvious to the committee members that they would be called on to assure that San Juan County had adequate plans to react to the use of a biological weapon. Committee members began this process by working on a mission statement, a scope of practice, and comprehensive membership list. The committee became a drawing power bringing together representatives from both hospitals, state and Indian Health Service (IHS) public health departments, local school districts, mental health providers, numerous smaller medical entities, and the county emergency manager, providing a forum for communication and exchange of ideas and a collaborative force for change.

The public health committee mission statement is:

The committee shall upon request, be responsible for various aspects of health issues in any type of disaster, whether man made or natural or epidemiological, including but not limited to: disaster-planning, education, coordination of emergency health services, activation of the public health plan, and the collection of epidemiological data.

Local Emergency Planning Committees have traditionally responded to hazmat emergencies. Small communities do not have the privilege of having multiple response groups for different kinds of hazards forcing their LEPCs to take on an all-hazard approach to emergency care. The San Juan County LEPC has been an all-hazard committee for a number of years. Introducing the idea that disease can have an equally debilitating effect on a community, as an oil-spill or large fire, was a hurdle that had to be accomplished in making the public health committee a permanent part of SJC emergency planning.

After the anthrax-by-mail attacks on the east coast in 2001; this committee was informed of state plans to start developing mass prophylaxis clinics, should New Mexico (NM) be targeted for a

similar attack. The NM state's plans emphasized the use of large, centrally located prophylaxis clinics, which in San Juan County would require some of the population to drive more than two hours to get care. Because the Shiprock Service Unit had a proven history of having provided prophylactic care, and having the need to serve a large rural population, the county health department representative agreed to allow SRSU to design several smaller rural clinics to work in conjunction with the larger county department of health clinic systems. This would also benefit the county department of health as SRSU's clinics would serve about 1/3 of the county's population using their (SRSU) own personnel.

Shiprock Service Unit

With the charge to develop smaller rural clinics, a small design team was developed at SRSU including public health nursing (PHN), environmental health, an emergency room physician, and a Navajo Nation tribal emergency response officer. A design team is essential for any service area wanting to do this type of clinics, along with the support of hospital administrative staff. Staff time and travel was needed for staff members to attend community meetings, education, and review chapter buildings.

This team based their clinic design on one member's experience of Washington, DC mass vaccine clinics, and on ideas from the LEPC PCH's discussions on the NM State's plans. Clinic outline, patient flow pattern, and staffing pattern were adjusted to allow for language and cultural issues important to the IHS philosophy. Calculations based on the number of available health care professional personnel showed that we could not staff 22 simultaneous chapter house clinics. The committee decided that 5 clinics, strategically located to cover the entire service area, proved more feasible for medical staffing needs. There were not, however, enough hospital personnel to provide for the required number of non-medical staff. The decision was made to go to the communities and ask for help, requesting for volunteers to staff the non-health care positions.

Other considerations unique to the development of a rural clinic system included the lack of electricity and refrigeration in some of the more remote communities. Road signs and addresses are not found in many service areas. Persons unfamiliar with the area locale would not be able to effectively locate many homes in the area. Community members who are familiar with the area, however, would be able to easily locate and assist other community members requiring special assistance.

Navajo culture warns against the discussion of disaster and disease processes. The clinics discussed through this paper are prophylaxis clinics, meaning clinics "to keep well people well." This was an essential part of community education, teaching that there are numerous ways that the Navajo people prophylactically care for themselves everyday. Brushing teeth and wearing seat belts were connected to disease prevention and the use of mass prophylactic community clinics.

Ideas from the design team were taken to the public through the use of community meetings. Community meetings were arranged by sending letters to public health staff, local political leaders, emergency responders, and health care workers with an invitation to participate in clinic planning and a pot-luck lunch. Community members meet several times to learn about what prophylactic care is and the need to plan community prophylactic clinics. Community meetings also served to identify community views to disease problems, discover community concerns, and discover numerous details that the planning committee had not thought about. It was important for the design team to prepare an agenda and have a significant amount of flexibility.

Community involvement

Community prophylaxis clinics can be placed in schools, community buildings, bingo parlors, and churches. The community told us that sometimes people do not understand that clinics will be providing disease prevention and that the parents might be afraid to return their children to a school building due to this misunderstanding. Community buildings, called chapter houses, were selected as sites for clinics. The chapter house is the social, political and often geographical center of Navajo communities. It is a natural gathering place and a logical choice for any emergency meeting or service. As a community owned public building, access to chapter houses can be granted by the community itself.

Valid questions were raised concerning the use of hospitals for the prophylaxis clinics, rather than community sites, but hospitals are needed to be saved for the sick and worried-well. Hospitals have and will continue to assist in prophylactic care as able, but to depend on a single facility to meet the full community need in a large scale event was deemed infeasible. An additional consideration is the fact that hospitals can become a quarantine site leaving a community without prophylactic clinic plans.

The use of volunteers is essential in the operations of community clinic, as the Shiprock Service Unit is not able to field enough personnel to completely staff community clinics and maintain essential hospital medical services. Volunteers can function as runners, writers and interpreters. For example, a community member serving as a "Greeter" (triage) will be provided a card listing several questions (designed by the medical staff) to ask community members arriving to the clinic. If an individual answers positively to the listed question(s) then he/she will be sent to a separate, outside clinic, for evaluation of acute disease. If the individual answers negatively, then he/she will be allowed into the chapter clinic for prophylaxis care. This simple triage position is an example to one of the many clinic positions which most community members can perform, with minimal instruction and no need for prior training.

For a 1,000 person-a-day community clinic, working 10-hour days, with intention of serving 10,000 community members in 10 days, 6 clinic stations were identified, using approximately 13 medical staff and 21 community volunteers. Station #1 is tasked to triage (greeter) community members by asking several pre-designed questions and would be staffed with 3 volunteer interviewers and 1 volunteer runner. Station #2, an isolation station for community members identified as possibly having an infectious condition, would require 1 MD or nurse practitioner, 1 PHN (for community communicable disease follow-up), and 1 nurse aid. Most of the community population will progress from station #1 to station #3 for registration information accumulation; with registration having a planned staff of 6 volunteer community members. Station #4 is education with the use of a video tape or a script read to small groups for instruction in the reason for the clinic and the need for prophylactic measures, and staffed with 2 medical educators and 1 volunteer. Even with education materials prepared ahead of time, this station will need to be staffed by medical educators due to the need to be able to answer questions from the public accurately. Station #5 may be a single station of screening and treatment or may be split into two stations, depending on the disease of concern. This station is staffed with 5 nurses, pharmacists or other health care providers, yet also needs a compliment of 7 volunteers to act as scribes and runners. Station #6 is a medical station for compromised community members who may need more in-depth evaluation prior to prophylaxis and is mostly staffed with medical personnel, as seen at the isolation station. Additional clinic staff needs include a supervisor, mental health worker, and security officer(s).

It is acknowledged that some disease concerns may need a more rapid response than 10 days. This community plan can be expanded for more rapid processing at the direction of the clinic head if warranted and if staff levels permit.

Community education and response

It is imperative to utilize the existing legal systems to gain permission to utilize community buildings. SRSU serves 22 identified communities called "Chapters," each of which have a community building and legal system of response called "resolutions." Each chapter was approached at a community chapter meeting, provided education on clinics, and presented a draft resolution to vote on. Educators taught that SRSU did not have the personnel to assist with a potential 22 simultaneous sites, but felt that there was adequate medical staff to assist with 5 sites if chapter communities would volunteer to help. Not only were the communities being asked to assist with the chapters, but also to work together for the collective good of the larger community rather than separately within their own chapters. Chapter houses responded to community education with the passing of legal resolutions agreeing to "plan, prepare, and facilitate a clinic at their chapter house as a primary site or being willing to support a primary site at another location and for their chapter house to serve as a secondary site as needed."

Results

1. Traditionally, NNMC and the Shiprock community have created their own individual disaster drills and rarely sat at a table and conversed with county health departments or the other hospital within the county. Through LEPC activities, SRSU started to participate in county-wide drills, some of which involved up to 60 out-side agencies and learned to communicate with other health service departments and facilities. Additionally, a landmark Memorandum of Agreement was facilitated between NNMC and San Juan Regional Medical Center, in which both facilities agreed to work together to expedite the transfer of disaster victims.

2. NM State, San Juan County, has a county wide emergency plan, which has never included medical concerns. An annex was written for the emergency county plan to include the Shiprock Agency mass prophylaxis community clinic plan. The Annex was additionally reviewed by the NM State Department of Health with plans for the annex to be added to their over-all response plan and Strategic National Stockpile Plan.

3. Chapters with no history of collaborating with each other or with other agencies have now done so to create a plan to provide prophylactic care to their own community members and have created Resolutions to act as Memoranda of Agreement to that end. The Shiprock Service Unit has equally responded by adding mass community clinics as an annex to the hospital epidemiological response plan. Signed policies have been returned to each chapter to also act as Memoranda of Agreement.

4. The Navajo Area IHS Office has seen the need to replicate this program and made allowances for a public health nurse to travel to other Navajo Service Areas, teaching hospitals “how to go to their community and ask for help.” It has been noted that the use of an experienced facilitator for hospital and community meetings has helped in the success of spreading this program.

Conclusions

In response to recent national crises, a smaller comprehensive rural medical facility has had to face the prospect of providing a system for prophylactic care for its complete population. This has forced with medical facility to ask for help from its community members. Historically, the community population anticipated that the medical facility would always be there to meet any medical need. With education, community members learned about prophylactic care and how they could help. Twenty-two individual community chapter houses voted and passed legal resolutions agreeing to “plan, prepare, and facilitate” mass prophylactic clinics and to provide primary or secondary facilities for these clinics. Instead of expecting the small rural hospital to come to the community; the community is now asking where to go and how they can help.

*Special Initiative Biodefense SRA International*BIODEFENSE WEBCASTDr. William H. Caskey PhDSociety of Research Administrators**Sponsored Programs Support for Homeland Security**

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Introduction

Threats to homeland security were reasonably well-documented prior to the September 11, 2001 attack on The World Trade Center but did not command the appropriate attention. Anthony Lake, in a book published in 2000, warned of six threats that could jeopardize the security of the United States: (1) the potential use of biological, chemical, and nuclear weapons by terrorists; (2) the exploitation of military battlefields of the future by small states to conduct "ambiguous warfare" using unconventional means; (3) cyberterror and cybercrime to disrupt the economy and communications; (4) proliferation of "fractured states, civil wars and ethnic conflicts" requiring new types of earlier interventions; (5) the impact on the American economy of an economic downturn in other areas of the world; and (6) partisan politics dividing the government and alienating the American people (Lake, 2000). And, in a 2001 book, Michael Osterholm and John Swartz predicted the imminence of bioterrorism because of three factors: (1) terrorists are motivated to carry out such an attack; (2) infectious agents are available, and (3) such agents can be delivered to targets (Osterholm and Schwartz, 2001). After that attack a renewed and intensified response was evident throughout the government and the nation. The War on Terrorism had begun.

The War on Terrorism has resulted in new authorities for government agencies and significant new funding for projects related to homeland security. Although funding is available for many types of projects, much of the focus is on detection technologies, diagnostic procedures, and new drugs and vaccines to protect the public against biological agents. One of the foremost funding programs is Bioshield, an initiative to develop vaccines and treatments for smallpox, anthrax, botulinum toxin, Ebola virus, and plague which was first announced by President George Bush in his State of the Union address in January 2003. But, other funding initiatives related to homeland security are available, including resources for and equipping of local organizations responsible for providing the first response to citizens. Of note is the wartime supplemental appropriations bill (H.R. 1559) that provided \$2.23 billion for grants to first responders through the Office of Domestic Preparedness.

How can one navigate the maze of the government grants process to secure funding through one of these programs? Members of a profession often referred to as research administration provide assistance to researchers and other personnel seeking funding for projects across a spectrum of disciplines and continue to provide oversight and assistance following receipt of an award. Perhaps a better term would be sponsored projects administration since many of the funded programs are not research studies but community service, implementation, demonstration, or education projects. But, the term persists because the larger number and greatest amount of monies are available for basic and

applied research. Regardless of the project, the services rendered by these professionals and the grants process are the same.

The Society of Research Administrators (SRA) International is a nonprofit, professional association dedicated to the education and professional development of research administrators and enhancing the public understanding of the importance of research and other funded programs and their administration. SRA International seeks innovative programming and a wide variety of outreach activities to achieve its mission. With focused public interest and significant new funding available for biodefense research, SRA International planned and will deliver a videoconference featuring national experts addressing the various issues related to biodefense. The videoconference will be available as a Webcast in November 2003 and continue to be available to subscribers for several months.

The Webcast: Conception, Planning, and Delivery

With the proliferation of new funding programs and new regulations governing activities related to biodefense and homeland security, a vehicle for informing research administrators, researchers, project directors, and the public was necessary. SRA International responded by authorizing the development of a videoconference focusing on issues particularly relevant to biodefense research. This volunteer effort using a team approach has resulted in the Webcast entitled *Biodefense: Research, Resources, and Responsibility*, which is being co-chaired by Kathleen Hogue Gonzalez, CRA and William H. Caskey, PhD. Initially, the research community and research administrators were targeted as the primary audience. However, as the program evolved, the audience was expanded to include persons involved in policymaking, healthcare, emergency preparedness, civilian defense, the media, and the general public. Since the expanded audience included persons that are not usual clients of research administrators, strategies for appropriate content and advertising followed new avenues. For example, one general interest organization provides a weekly newsletter discussing issues related to homeland security to 27,500 subscribers, most of whom are not involved in research. Another electronic mailing list of similar magnitude was purchased, the list being exclusively research scientists with expertise and research interests in topics relevant to biodefense. So, program content and the advertising had to interest and challenge both technical and non-technical people concerned about homeland security.

A discussion of all aspects of research and research administration related to biodefense was clearly impossible. Early discussions limited the areas of focus to: funding programs, examples of successful programs receiving federal funding, international issues, scientific freedom and national security, conducting funded projects with attention to security and biosafety, interactions with local citizens in areas adjacent to biodefense research facilities, and the emerging academic consortium for homeland security at The Ohio State University. Experts in these areas from stakeholder agencies and organizations were identified, contacted, and invited to speak. The co-chairs of the Webcast, along with SRA International staff, scheduled conference calls for each of the focus areas with those persons who had agreed to participate in the various segments of the program. Through a series of discussions, the content and audience of each segment of the Webcast were defined. SRA International staff scheduled videotaping for the studio segments and participants provided videotapes made on location for community interactions, the academic consortium for homeland security, and center for excellence at Texas A&M University. Although a number of excellent university-based biodefense research programs exist, the Disaster Relief and Emergency Medical Services (DREAMS) program at Texas A&M University was selected because it is a large, multi-disciplinary, multi-institution project that not only includes basic research but the application of that research to civilian defense and emergency preparedness. DREAMS uses computer and telecommunications technology and research in basic and clinical sciences to improve trauma victims' survival, particularly in isolated areas and combat zones beyond the physical reach of trauma specialists in well-equipped medical centers.

Advertising for the Webcast has begun, initially targeting members of SRA International. Additional promotion to the membership occurred at the annual meeting in Pittsburgh, PA October

20-22, 2003 through video clips of the Webcast and will be followed by additional electronic advertisements. Promotional activity to selected research scientists, general public mailing lists, and advertising on Web sites of organizations whose members or activities relate to biodefense are currently underway. The information contained in such advertising has been developed specifically for each intended audience.

Projected Outcomes

SRA International anticipates an increased awareness of available funding for programs related to biodefense and a greater understanding of new rules and regulations affecting such activities among subscribers to the Webcast. Such knowledge should translate into more effective service by our members to their clients and promote relevant research programs and other activities within the constraints imposed by national security. About 350 sites across the United States representing colleges, universities, hospitals, independent research organizations, for profit companies, and general interest organizations are expected to subscribe to the Webcast.

Another potential outcome of the Webcast should be a greater awareness of resources available for identifying potential sponsors for projects related to homeland security and the application process among the general public and other people not involved in scientific research. And, personnel involved in the administration of sponsored projects generally have access to such resources and are knowledgeable with respect to preparing applications and administering the projects. Furthermore, many of the new funding initiatives seek to promote collaboration among community organizations and personnel in local sponsored projects offices can assist coordinating these collaborative efforts. State-funded colleges and universities have a public service component to their mission, but, more than that, research administrators tend to be service-oriented people willing to provide assistance to grant-seekers.

If the Webcast is successful, SRA International will have produced another innovative, outreach program directed toward fulfilling its mission. But, more importantly, SRA International will have provided necessary and important information to practitioners actively involved in various aspects of homeland security, especially in biodefense, and will have contributed to a more secure America.

The Future

As stated earlier, the subject matter of the Webcast was limited by necessity. Additional areas related to biodefense for future consideration include research and new product development in industry, agricultural and ecological terrorism, patent technologies, and social and psychological aspects of biological warfare and biodefense. And, as noted by Lake (2001) and many others, the tactics of terrorists are not limited to biological weaponry and information about funding initiatives in other areas related to homeland security must be made available. More can always be done. H. G. Wells (1921) seemed to have looked forward to today when he said, "Human history becomes more and more a race between education and catastrophe".

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- Osterholm, Michael T.; and Schwartz, John. 2001. Living Terrors: What America Needs to Know to Survive the Coming Bioterrorist Catastrophe. Delta. ISBN 0385334818. pp. 232.
- Wells, H.G. 1921. The Outline of History, Volume 2, p. 594.

Chapter IX Best Practice Honorable Mention

There were several papers that arrived late that we thought were very important for the attendees to have available for reference. To avoid any problems we have tried to maintain the formatting of each author.

TULSA MEDICAL RESERVE CORPS

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TULSA MEDICAL RESERVE CORPS

In the first few minutes following the 1995 bombing of the Alfred P. Murrah Building in Oklahoma City, a terrorist event that left 168 dead and more than 800 injured, a media plea for medical help resulted in numerous volunteers arriving at the scene ready to assist. Unfortunately, these volunteers were without protective equipment and were not part of the organized emergency response system. One nurse volunteer died as a result.

Determined to learn from that event, all medical volunteers were prevented from assisting with victims of the 1999 F5 tornado which struck the south area of Oklahoma City killing 44 and injuring between 600 and 800. While no volunteers were injured, overwhelmed medics found themselves in situations where additional trained medical volunteers would have been a godsend in those hours when hundreds of injured were being triaged and stabilized.

Oklahomans are all too aware that disaster can and will strike again. The likelihood that medical volunteers will be needed to provide surge capacity assistance during disasters prompted Tulsans to apply for a Medical Reserve Corps grant.

In 2002, Tulsa was one of 42 cities to be awarded seed money to develop a Medical Reserve Corps (MRC). The Tulsa Medical Reserve Corps serves the City of Tulsa and surrounding metropolitan areas. Tulsa is a 210-square-mile city in northeastern Oklahoma with a population of about 400,000 people, in a Metropolitan Statistical Area of more than 700,000.

This local planning initiative, supported by Federal dollars, has created many unique models. Each MRC, including Tulsa, has addressed many issues involved in the successful integration of volunteers into disaster response and public health. A few issues have become obstacles shared uniformly across the country by virtually all of the original MRC grantees. These include: liability protection for MRC volunteers, licensing of retired health professionals and development of an appropriate training program.

PLANNING & LEADERSHIP

The Tulsa MRC Planning Group includes active involvement from Tulsa Partners, Inc (formerly Tulsa Project Impact Foundation), the Tulsa County Medical Society, a retired city attorney, the City of Tulsa, Metropolitan Medical Response System, the Tulsa City-County Health Department, retired executives from local hospitals, local Citizen Corps developers, the Emergency Medical Services Authority, and the Medical Control Board, who provides medical oversight for all out-of-hospital care in both Tulsa and Oklahoma City. This group has met regularly for the ten months sharing the responsibilities for developing the MRC.

The Tulsa MRC's first permanent coordinator came on board October 1, 2003 and offers a wealth of planning, administrative and disaster preparedness knowledge. One frustration of the first year has been in finding a director for the program. With relatively few dollars available for salary, it has been difficult to attract and retain quality leadership. Most of the support for the program for the first year has been provided by part time contract personnel as well as volunteers.

MMRS RELATIONSHIP

How is the Tulsa program unique? The Tulsa MRC Planning Group has been fortunate in that it has the cooperation and support of the Metropolitan Medical Response System (MMRS). The leadership of the Tulsa MRC is also responsible for MMRS planning in the Tulsa. Because the MMRS contract for Tulsa and Oklahoma City is overseen by the Emergency Medical Services Authority, Tulsa began immediately to leverage efforts by sharing MRC information with Oklahoma City. The goal is to create MRCs in each of the of the three MMRS cities in Oklahoma: Tulsa, Oklahoma City and Lawton.

LIABILITY & LICENSING

Progress on the core issues of liability and licensing has been steady but slow. Within the last month, the City Legal Department has released a favorable ruling which states that under the definition of the Oklahoma Governmental Tort Claims Act MRC volunteers would be considered employees when activated to assist in the event of an emergency. In addition, the ruling said that MRC volunteers would most likely be considered City employees for purposes of Workers' Compensation coverage as well. The MRC Planning Group, in conjunction with the Oklahoma City planning group, may also seek an opinion from the State Attorney General.

While the liability issue appears to be clear cut for emergency activation, it is a fuzzy matter for public health at present yet there are possible solutions. The Tulsa City County Health Department utilizes medical volunteers in an existing program which includes a formal orientation, screening and insurance coverage. MRC volunteers will be oriented through the Health Department program. However, physicians are specifically excluded by the insurance coverage purchased by the Health Department. To protect physician volunteers working through the Health Department or in any number of area indigent care clinics, hourly malpractice coverage will be purchased through the Tulsa County Medical Society. The Foundation which supports the Tulsa County Medical Society has established a fund which will purchase this low cost insurance for MRC physician volunteers.

In the area of licensing, a member of the MRC Planning Committee worked with a state legislator last session that successfully introduced and passed legislation to create a new medical license for physicians wishing to volunteer to serve the indigent, needy or underserved. Continued efforts between the MRC representative and the Oklahoma State Board of Medical Licensure are striving to assure that physicians volunteering in any public health effort would be considered licensed. The new regulations go into effect November 1.

Prior to the new regulations, all physicians in the state were required to maintain 60 hours of Continuing Medical Education every three years and pay a fee of \$150 each year. Meeting the CME

requirement was onerous for retired physicians causing many to allow their licenses to lapse. Allowing physicians to maintain their licenses at no fee and without a CME requirement not only expands the pool of medical manpower for MRC disaster response but also for a variety of indigent care clinics and public health initiatives.

ORIENTATION & TRAINING PROGRAMS

The core components of the MRC training program were identified early in the process. Those components include principles of disaster response, Incident Management Systems, communications, biological threats, chemical threats, nuclear and radiological threats, explosives, Critical Incident Stress Debriefing, equipment familiarization, pre-hospital operations, National Pharmaceutical Stockpile, and various levels and roles of MRC members. While much of this information is available for professional first responders, the format and lengths of the training programs is inappropriate for MRC members. This realization has led to an agreement with the University of Oklahoma Health Sciences Center for the development of a module training program where one level of training is appropriate for the MRC. Efforts are currently underway to produce a program which can be offered on CD, internet or other format.

In addition, a professional production company is producing an approximately 20 minute video which can be used for recruitment and orientation purposes for the MRC. The video, which should be available by the time of the November Volunteers in Homeland Security Conference 2004, was intentionally left generic for Oklahoma so that new MRCs in the state might benefit from the investment.

SKILLS, CREDENTIALS, ATTRIBUTES AND ROLES

A subcommittee of the original MRC Planning Committee has identified four levels of MRC volunteers. The subcommittee consisted of the emergency manager, the MMRS director and the Medical Director for all out-of-hospital care. The group realized that while most MRC volunteers would have a medical background, not all experiences and educational backgrounds equip volunteers for all tasks. In addition, volunteers will run the gamut physically from the young and healthy to retirees who still have much to offer but may be less agile requiring a different range of activities in disaster response.

LEVEL	SKILLS, CREDENTIAL, ATTRIBUTES	ROLES
Level I	Licensed physician, nurse, dentist, medic or other health care worker who is highly skilled, experienced and physically able	Triage Field treatment Critical interventions Assist with patients waiting for transport Assist with CERT Any role listed below
Level II	Licensed health care workers less skilled, experienced or slightly less physically able than Level I	Assist Level I Report to EDs to assist with overload of self-triages Assist hospitals with decontamination Assist Health Department with medications or phone banks, etc. Assist with National Pharmaceutical Stockpile Assist with special event coverage Any role listed below
Level III	Licensed health care workers less skilled, experienced, or slightly less physically able than Level II	Assist with National Pharmaceutical Stockpile Answer phones Carry supplies Any role listed below

Level IV	Lay people	Other duties as needed
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COMMUNICATION

Three separate communication plans have been developed—one plan for supporting the continued engagement of MRC volunteers, a second to meet the “emergent” needs of a community under stress, and a third for MRC emergency activation.

Once the Medical Emergency Response Center, or an appropriate representative, determines that the MRC should be activated, the Tulsa Area Emergency Management Agency will notify MRC members using the outbound 911 system, the Dialogic. The system dials up to 64 numbers a minute leaving a 15-second recorded message. Members will also be notified by email and web site where appropriate fact sheets will posted. A third avenue for notification is the local media and, in the event of widespread electrical outages which pair standard means of communications, MRC volunteers will report to area Fire Stations or hospitals to await further instructions.

FUTURE GOALS

Eight goals for the coming year have been identified. These goals include:

1. Resolve the issue of liability protection for MRC volunteers when volunteers are activated for emergency response or utilized for public health initiatives.
2. Resolve issues related to licensing of retired physicians and dentists for the purposes of volunteer work.
3. Resolve issues related to recruitment, credentialing and categorization of MRC volunteers.
4. Develop or obtain a thorough training program for MRC volunteers.
5. Resolve issues related to the deployment of MRC volunteers.
6. Develop a communications plan for MRC volunteers
7. Implement a robust public health option for MRC volunteers.
8. Develop a sustainability plan for the MRC beyond Federal funding.

TULSA MRC EVALUATION

The Tulsa MRC has selected three areas for evaluation: training for disaster response, recruitment and public health.

The end outcome for training for disaster response would be to provide volunteers capable of integration into the Incident Management System. The measurements for this outcome will be a survey of the emergency manager, the MMRS director and the Medical Director for EMS; a survey of MRC members; and a post event critique of an exercise or actual event.

Determining whether the recruitment end outcome of “an adequate number volunteers is available to serve the needs of disaster response” will also be determined by surveying the emergency manager, the MMRS director and the Medical Director for EMS.

The end outcome of the public health initiative is to “improve the public health of the community or improve health for the indigent or those served by social agencies.” Agencies served by MRC volunteers during the year will be surveyed and MRC records of volunteer participation will be tabulated and evaluated.

CONCLUSION & FUTURE PLANS

With quality leadership, community backing, and the first hurdles cleared for liability and licensing, the Tulsa MRC is enthusiastic and optimistic about the development of the MRC in the coming year. The orientation and recruitment video as well as the training programs are designed for utilization beyond Tulsa, with minimal modification. The Tulsa MRC is eager to network and share its experiences with others both within the State of Oklahoma and across the country.

*Collaboration Between University Students and Citizen Corps Programs*UNIVERSITY OF LOUISIANA MONROERobert Hanser**Special Initiatives in Volunteerism: Collaboration Between
University Students and Citizen Corps Programs*****Abstract***

This paper will demonstrate the potential that university student organizations may have for improving Citizen Corps programs in surrounding communities. Specifically, this paper will note one organization, Lambda Alpha Epsilon, the National Criminal Justice Professional Fraternity, as a primary source of motivated and capable volunteers for such a program. Any partnership between the Citizen Corps program and Lambda Alpha Epsilon can provide a unique combination of both academic and practical experience for the individual student while providing an important service to the community at large. Such a partnership, while improving the level of volunteerism within the community, would likewise provide volunteers who are at the “training” stage of career development in the criminal justice field. It is because of this timing that student involvement in programs like the Citizen Corps can serve to directly shape the hearts and minds of future criminal justice practitioners for years to come.

**Collaboration Between University Students and Citizen Corps
Programs**

In response to the various acts and threats of terrorism that have developed in the United States, the office of Homeland Security has initiated numerous programs to improve the safety of the U.S. citizenry. One of these programs turns to the citizens themselves as a source of mutual benefit and protection. This program is called the Citizen Corps, and its effectiveness lies in the strength of community willingness to answer the call for aid from the U.S. government. While much of this is common knowledge to many people involved with Homeland Security issues, the many potential sources of volunteers may be less than common. The purpose of this paper is to point toward university and college students as a potentially significant source of Citizen Corps volunteers.

When considering the use of university and college level students in the Citizen Corps, it should be noted that many of these students have been rallied together under the banners of numerous special interests and pursuits. These special interest student groups form the various student organizations on every major campus throughout the nation. This means that many college-level students can be recruited en masse via collaboration with these various student organizations. This method of group solicitation is far superior to the individual recruitment of volunteers.

For local Citizen Corps programs, this can be a quick, easy, and substantial source of volunteers. Further, Citizen Corps programs can identify student organizations that are likely to have a specific interest in emergency responding issues by simply examining the stated objectives and purposes of a given student organization. This approach of ensuring the “goodness of fit” between the student organization as a “feeder” for future volunteers cannot be overstated as many of these organizations take their stated goals and objectives very seriously. One such organization is the American Criminal Justice Association - Lambda Alpha Epsilon (ACJA-LAE), which is a professional organization for criminal justice students and alumni with members found throughout the entire nation. ACJA-LAE is the only nationally based criminal justice professional fraternity in the

United States. Students in this organization are scholars, practitioners, or a combination of both, who are committed to the study of all phases of the criminal justice process such as law enforcement, courts, or corrections. Members of ACJA-LAE are both alumni and current students, providing a unique social connection between university students and criminal justice practitioners abroad. More to the point however is that fact that organizations such as ACJA-LAE have great potential for becoming sources of volunteers in the Citizen Corps program.

Recently, with the emerging threat of domestic and international terrorist activities within the borders of the United States, many criminal justice components have become actively involved with issues that are now considered matters of national security. Because of this, criminal justice practitioners and researchers find themselves becoming increasingly involved in investigations and research that include a scope that goes well beyond the simple maintenance of domestic affairs. Specialized knowledge in a number of areas has become imperative. What is more, as this threat of terrorism and mass destruction looms on the horizon, it becomes clear that the civilian populace must now become more involved in matters of defense and protection. Indeed, civilians are the individuals most often targeted by terrorists since they are the “soft spots” in a society.

Other countries have already learned this and are aware how such efforts can demoralize the citizenry of an entire nation. On the other hand, as has occurred in the United States, such activities can serve as a catalyst for future action. This is what has occurred and the result has been programs such as the Citizen Corps, which is tasked with training civilians on how to assist first-responders to crisis incidents. But the Citizen Corps must have volunteers. Further, this program can only be as good as its volunteers. Because ACJA-LAE has traditionally been strongly involved in the professional development of criminal justice workers and volunteers, and because ACJA-LAE consists of various students and practitioners in the criminal justice field, it is an ideally suited source of volunteers for the Citizen Corps.

Any partnership between the Citizen Corps Program and ACJA-LAE can provide a unique combination of both academic and practical experience for the individual student while providing an important service to the community at large. Such a partnership, while improving the level of volunteerism within the community, would likewise provide volunteers who are at the “training” stage of career development in the criminal justice field. It is because of this timing that student involvement in programs like the Citizen Corps can serve to directly shape the hearts and minds of future criminal justice practitioners for years to come.

With this in mind, it becomes clear that collaborative efforts between these two organizations could have long reaching benefits that might actually shape future policy and even the integrity of our domestic security. This is not a long stretch of the imagination when one considers that ACJA-LAE is a national organization with 182 chapters in 6 regions throughout the United States. Further, ACJA-LAE membership often continues well beyond the college years for many professionals in the field of criminal justice. Given this, the potential outcome of interactions between these two organizations could enhance the final effects of both organizations and can ensure that both fulfill their separate, but compatible missions.

Collaboration with the Citizen's Corps: The University of Louisiana at Monroe - Phi Delta Chapter's Experience

The local ACJA-LAE chapter of the University of Louisiana at Monroe began networking with the Citizen Corps program in Monroe, Louisiana during July of 2003. This process of collaboration has brought numerous citizens together within the community. Specifically, because of their point in the life span, many senior citizens provide voluntary time to the Citizen Corps program. These citizens frequently have sufficient time to provide volunteer services and likewise have a vesting in the community. However, the younger population has often been found to be less involved in such voluntary pursuits; not due to a lack of interest so much as being overwhelmed with a variety

of commitments that preclude such involvement. But with Phi Delta placing an emphasis on the Citizen Corps, additional incentives for participation have been established for these stereotypically younger citizens.

The obvious advantage, at the upshot, is the increased community involvement in the Citizen Corps. Program. However, another community-based advantage has been a stronger sense of networking between the elder and the younger members of our community. Indeed, the Citizen Corps of Monroe has become increasingly more reflective of the entire demographic age spectrum in our local area due to the involvement of this student organization. This has also led to an increased sense of cohesion with the formal and informal community.

Another less apparent advantage comes in the way of the students themselves. These students have made significant contact with several influential people in the community who are more than willing to assist in job searches and networking among community agencies. These elder citizens, being well established in the community, act as employment “savants” in many respects, and have been able to provide great assistance to our students that seek employment in the surrounding area. Likewise, the congregation of citizens, both younger and older, allows members to gain an awareness of other volunteer programs within the community. Thus, the students often join the Citizen Corps only to find themselves involved in other similarly related community groups. It is because of this that the Citizen Corps has increased the sense of community cohesion within the local area.

One point that should be noted is that student involvement in the Citizen Corps has allowed Phi Delta to remain consistent with the National Objectives of ACJA-LAE. For instance, one of the six stated national objectives of ACJA-LAE is to encourage the establishment of higher education and professional training in criminal justice. Student involvement in Citizen Corps provides a unique avenue of community volunteer training in issues of community security during both natural disasters and terrorist attack. Community security issues are increasingly intertwined with the function of law enforcement agencies and therefore provide our students with a means of obtaining basic training in emergency response procedures. This form of “education” goes well beyond that included in a standard textbook and provides a basis for more in-depth professional training.

Another national objective of ACJA-LAE is to promote professional and public awareness of criminal justice issues within the community. Phi Delta’s involvement in Citizen Corps has allowed its members to directly reach members of the community and provide information as to how criminal justice practitioners work hand-in-hand with other agencies in providing first responder services during community emergencies. Likewise, since members of other emergency responder agencies likewise serve on the Citizen Corps, our criminal justice students are provided with another unique opportunity to network and affiliate with practitioners of related disciplines. In effect, this provides our students with exposure to related fields that they may not otherwise consider during their professional career development.

One stated objective of the Citizen Corps is to promote and strengthen the Citizen Corps programs at the community level with other first responder groups, such as Volunteers in Police Service programs, CERT teams, Medical Reserve Corps units, and Neighborhood Watch groups. This objective is clearly achieved through the collaborative efforts of our Phi Delta chapter when our members choose to become involved in multiple related organizations throughout the community. For instance, some of our members are also employed in local police agencies and some are volunteer police officers. Further, some of our members volunteer their time with local police departments in various capacities. The multiple membership of citizens in ACJA-LAE, the Citizen Corps, and the local police departments help to provide for improvements to the current Volunteers in Police Services program in our local community.

However, participation in community projects such as Citizen Corps can require a substantial amount of time and money for student organizations. Because of this, the Phi Delta chapter of ACJA-LAE has begun to solicit funds from a variety of local and national private and public agencies. The overall success of these efforts has yet to be determined but it is expected that some form of funding

will occur¹. In fact, many of these organizations have employees who are either alumni of ACJA-LAE and/or members-at-large. Thus it is through our membership of past graduates that we have found potential financial support for our efforts to integrate our chapter into the Citizen Corps program for community service. It is in this manner that ACJA-LAE in general, and the Phi Delta chapter in particular, reaches beyond the realm of our local agency community structure and indirectly encourages the involvement of otherwise under-utilized resources and personnel from a diverse array of private and public agencies.

This has been noted as critical to our success in our mission of providing public assistance during emergency situations. While grant money is available for large governmental agencies or university research programs, such funds are not frequently available for private interest groups and smaller organizations. More to the point, it has been our specific intent to simply obtain the means to facilitate involvement for our chapter, ACJA-LAE - Phi Delta at the University of Louisiana at Monroe. Such funding will be imperative if ACJA-LAE - Phi Delta is to lend effective assistance to the efforts of the Citizen Corps program in Monroe and the local surrounding area. It is the intent of the Phi Delta chapter of LAE to become instrumental in our region's efforts to improve civilian safety and security. It is a priority for Phi Delta that our participation consists of more than simple tacit approval or participation in "word" (as opposed to deed) only. But such a goal has required an initial "set up" fund to equip our organization with the needed resources to provide community assistance services. In an attempt to maximize our assistance to the Citizen Corps, our organization is soliciting funds with the objective of becoming self-sufficient in its ability to maintain community service. This serves to extend the funds typically available to this cause and provides Phi Delta a degree autonomy to "custom fit" their services for other related causes in the community that go over and/or beyond those delivered by the Citizen Corps.

With this in mind, we have had interest among alumni who encourage their Phi Delta chapter to both "professionalize" and diversify the chapter's focus. Thus, it has become a mission of the Phi Delta chapter to improve their professional training and academic knowledge on matters of domestic security. Several students within the department are increasingly focusing their academic research on related projects as a means of obtaining more in-depth expertise in this field. Likewise, other students are increasing their professional knowledge and training by volunteering with other agencies such as volunteer fire departments and the American Red Cross.

Due to this partnering process between our organization and the local Citizen's Corps, we have experienced more active involvement among members of our university Reserve Officer's Training Corps and those individuals who are also enlisted in the National Guard. It should be noted that though this involvement in growing, the exact parameters of how members of both university organizations will cooperate has still not been entirely formulated. However, leadership among both organizations have begun to discuss how mutual objectives can be achieved so that both organizations can direct their efforts to improving services delivered during community emergency situations.

Through our partnering process between multiple university interests and other community agencies, Phi Delta has assisted our local Citizen Corps in meeting another stated Citizen Corps objective: to engage individuals in volunteer activities that support first responders, disaster relief groups, and community safety organizations. Diverse arrays of university student groups are able to support local law enforcement, fire, emergency medical services, and community public health efforts. The efforts of ACJA-LAE have served to organize the involvement of university student resources so that coordinated involvement can occur between a variety students across the campus.

¹ Please note that the author was not able to obtain written permission to disclose the names of the private corporations and public agencies that have been solicited for funds. While these agencies may in fact desire such publicity, it was considered more prudent to simply mention this option and allow readers to contact the author should they wish to obtain further information.

Thus it is that the ACJA-LAE Phi Delta chapter at the University of Louisiana at Monroe has begun to formulate a sense of mission, perspective, and purpose. This purpose has specifically been to create a well-trained and equipped cadre of support personnel to first responders during a variety of community crises that might occur. Further still, Phi Delta chapter students are expected to carry their training and expertise with them to other locations throughout the rest of the country as they gain future employment throughout the United States. Thus, our organization seeks to help the specific Monroe community in the short-term, while providing broad and long-term benefits for numerous agencies in the future.

CONCLUDING REMARKS

The involvement of ACJA-LAE in the Citizen's Corps provides numerous unique benefits to both organizational causes. The interests of both programs can be well served and mutual collaboration between the two programs can improve the ability of each one to meet their own independent agendas while ensuring that mutual agendas are significantly improved. Further, such cooperation can also foster a sense of community at many different levels and in many different directions. This can add a sense of cohesion and continuity between the community and both organizations.

Further, this collaborative effort highlights the true potential that student organizations hold in many of our colleges and universities across the country. This is very important because this may be a human resource that is otherwise largely left untouched. Such potential volunteers may be well educated and highly motivated if their specific area of study/interest coincides with those of the Citizen Corps program. Many disciplines in university curricula are well suited to bolstering the training given in any Citizen Corps program. Such disciplines likewise provide a great source of adjunct instructors and participant volunteers for a community's Citizen Corps program.

The collaboration between ACJA-LAE and the Citizen Corps provides a unique approach in the community integration of diverse human and material resources. The union between these two organizations can provide both short and long-term benefits that can also prove to be both local and nationwide in focus. In fact, the range of benefits derived from such cooperative efforts is only limited by the imagination and motivation of each organization's members. It is through these partnerships that material and human resources can be maximized to their fullest potential, exponentially increasing the range of services delivered to communities in crisis. Lastly and most importantly, it is also through these partnerships that both organizations can achieve the most common good for the citizen welfare of their local communities and the United State of America as a whole.

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Chapter X Resources

Links

VOLUNTEER MANAGEMENT	LINK
CASA Volunteer recruitment, interviewing, management and motivation	http://www.casenet.org/program-management/volunteer-manage/index.htm
Chronicle for Philanthropy's articles on Volunteer management	http://philanthropy.com/jobs/archive/volunteerism.htm
E-Volunteerism – Electronic Journal for Volunteerism (some international information)	http://e-volunteerism.com/
Corporation for National and Community Service site for volunteer leadership and management	http://www.nationalserviceresources.org/epicenter/
Corporation for National and Community Service Newsletter on Emergency Management - Volunteer Management Fall 2002 – excellent material	http://www.nationalserviceresources.org/filemanager/download/293/homeland_security.pdf
United nations Volunteer Site – International	http://www.worldvolunteerweb.org/
Several E-Books available only online (out of print) that have some tried and true methods of management and recruiting as well as more technical material such as measuring outcomes for projects that will help in funding projects	http://www.energizeinc.com/art/elecbooks.html
Professional Organization of the Association for Volunteer Administration – wonderful articles and discussion boards	http://www.avaintl.org/
The Corporation for National and Community Service engages Americans of all ages in service to help strengthen communities	www.nationalservice.org
This is a project of the RGK Center for Philanthropy and Community Service at the LBJ School of Public Affairs at the University of Texas at Austin. – great library of resources on volunteer management	http://www.serviceleader.org/new/
Outstanding article about the cost of volunteers by the Grantmaker Forum on Community and National Service	http://www.gfcns.org/pubs/Cost%20Volunteer%20FINAL.pdf
A collection of list servers for volunteer issues	http://www.avaintl.org/network/cybervpm.html
An excellent bibliography on Volunteerism books – Check with the nearest university for some of them or interagency opportunities at your own library.	http://www.nonprofits.org/lib/bib3.html
Excellent Portal for anything Volunteer – great links on specific issues	http://www.nonprofits.org/npofaq/

GRANT WRITING	LINK
The Foundation Center	www.fdncenter.org
GrantsNet - American Association of Grant Professionals	www.grantsnet.org
Chronicle of Philanthropy – Journal for the Non-Profit World	http://philanthropy.com/
Free tips on grant writing and interacting with the federal government - the tips and checklist are good articles	http://users.erols.com/p2c2/winning.html
List of Corporate Foundations	http://www.nwm.org/community/grantstreet/GSFiles/GSWebLinks/CorpFounLinks.htm
List of Private Foundations	http://www.nwm.org/community/grantstreet/GSFiles/GSWebLinks/PrivFounLinks.htm
Comprehensive list of funding resources	http://www.nwm.org/community/grantstreet/GSFiles/GSWebLinks/PubOtherLinks.htm
The Foundation Center - very helpful free newsletters	http://www.fdncenter.org/
Developing a Grant Proposal – excellent article	http://www.cfda.gov/public/cat-writing.htm
Polaris Grant Solutions has great tips and hints as well as foundation lists	http://www.polarisgrantscentral.net/
Government Portal	http://www.firstgov.gov/Business/Business_Gateway.shtml
Non-profit grant writing resources	http://www.npguides.org/
OTHER	LINK
Statistics on Volunteering in the United States	http://www.bls.gov/news.release/volun.toc.htm
At the Texas Institute for Public Problem Solving (TIPPS), All TIPPS courses are fully accredited by the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE). They cover a wide variety of community policing subjects and have led to countless success stories. TIPPS is a Regional Community Policing Institute (RCPI), which is part of a national network of RCPIs established through a Department of Justice, Community Oriented Policing Services, and Regional Community Policing Institute cooperative agreement.	www.utexas.edu/lbj/tipps
The Terrorism Research Center	www.homelandsecurity.com
The Heritage Foundation – Homeland Security	www.heritage.org/Research/HomelandDefense
Program for International and Homeland Security at The Ohio State University	www.acs.ohio-state.edu/homelandsecurity/research
USEPA National Homeland Security Research Center	www.epa.gov/ordnhsrc
Volunteer Evaluation Form from CASA	http://www.casanet.org/program-management/volunteer-manage/casaeval.htm

Some good program evaluation forms that are free on this site	http://www.volunteertoday.com/VPES/vpesmoreinfo.html
A Canadian site that has great free samples of forms and a good program for evaluating the value of volunteers to an organization.	http://www.library.on.ca/Profinfo/Volunteers.html
Volunteer Risk Assessment and Risk Management	http://www.riskinstitute.org/periscope.asp?article_id=1036
VIPS site with absolutely great program guides, application forms and other forms	http://www.policevolunteers.org/law/resources.htm
Homeland Security Research	www.hsre.biz
NIAID Biodefense Program	www.niaid.nih.gov/biodefense
Technical Support Working Group – Combating Terrorism	www.tswg.gov
The Anser Institute for Homeland Security	www.homelandsecurity.org

*Forms*SAMPLE VOLUNTEER JOB DESCRIPTION

Disaster Volunteer Job Description

Date Prepared: _____

Job Title: _____

Supervisor: _____

Work Location: _____

Time Commitment

Duties

Qualifications

Training Required

Special Considerations: _____

SAMPLE TIME CARD

Volunteers In Plano
1409 Ave K, Plano TX 75074
972-941-7114 – fax 972-941-7469

VOLUNTEER TIME SHEET

Month

Year

Name

Dept.

[illegible]

Total hrs. worked	
-------------------	--

* Please turn in your time sheet to your department volunteer coordinator by the **last weekday** of the month. **Thank you!**

Simple Emergency Volunteer Registration Form**Name:** _____ **Home Phone:** _____**Home Address:** _____ **Work Phone:** _____**City, State, Zip:** _____ **Email:** _____ **Cell Phone:** _____**Emergency Contact Information****Name:** _____ **Relationship:** _____ **Phone:** _____**Name:** _____ **Relationship:** _____ **Phone:** _____**Special Medical Considerations (if any):** _____**1. Special Skills:****Office Skills:**

- ☐ Accounting
- ☐ Clerical
- ☐ Computer
- ☐ Interviewer
- ☐ Phones
- ☐ Management
- ☐ Messenger
- ☐ Languages (Specify):

Manual Skills:

- ☐ Carpentry
- ☐ Clean Up/Hauling
- ☐ Electrical Repairs
- ☐ Equipment Operator
- ☐ Food Preparation
- ☐ Plumbing Repairs
- ☐ Radio Communications
- ☐ Warehouse Worker

People Skills:

- ☐ Animal Care
- ☐ Child Care
- ☐ Counseling
- ☐ Elder Assistant
- ☐ First Aid
- ☐ MD of _____
- ☐ Reg. Nurse
- ☐ EMT
- ☐ Nurse Practitioner
- ☐ Legal _____

2. Professional**Licenses/Certificates:** _____

Valid Driver's License: State _____ # _____

Other Photo ID: _____

3. Equipment & Resources:

- | | |
|--|---|
| <input type="checkbox"/> Bicycle, Motorcycle (# & type) | <input type="checkbox"/> Generator (portable, trailer mounted) |
| <input type="checkbox"/> Boat (type) | <input type="checkbox"/> Medical/First Aid Supplies/Equip |
| <input type="checkbox"/> Cell Phone | <input type="checkbox"/> Pump (type, capacity) |
| <input type="checkbox"/> Chain Saw (gas, electric, size) | <input type="checkbox"/> Radio (type, 2-way, CB, Walkie-Talkie) |
| <input type="checkbox"/> Computer, Printer (type) | <input type="checkbox"/> Truck (type, 4-WD, capacity) |
| <input type="checkbox"/> Copy/FAX machine (type) | <input type="checkbox"/> Water (size of containers, etc.) |
| <input type="checkbox"/> Food/Cooking Supplies | <input type="checkbox"/> Work Tools (shovels, wheelbarrows, etc.) |

3. Date Available: _____**Days/Times:** All or M T W T F S S am/pm/nights/any #hours available _____**4. Interviewer:** _____ **Date:** _____**5. Job Assignment Made:** Yes ☐ No ☐ **Organization Name:** _____**6. Reporting Location:** _____ **Contact:** _____

7. Follow-Up: (Referrals for Orientation, Training; Other Assignments; Phone Calls; Total Hrs Donated; Recognition) (VOLUNTEER SCREENING IS THE RESPONSIBILITY OF THE RECEIVING AGENCY/ORGANIZATION)

*Additional Information*SAMPLE ASSIGNMENTS

Position	Reports to:	<u>Duties</u>
ARES Coordinator	EVRC Manager	Immediately accessible for EVRC shifts. Monitors communications through radio networking. Keeps staff informed of volunteer and agency needs. Able to communicate with EOC, ICS and County EOC through radios
Assistant Facilities Coordinator	Site Coordinator - separate	Supports Library Supervisor and EVRC Site Director; handles facility maintenance at EVRC site; procures and replenishes site supplies as needed.
Data Entry Tech	Database Manager	Enters volunteer applications, agency request and supply needs as reported by EVRC Manager; enters individual volunteer information as received (electronically or manually); maintains/updates database.
Database Manager	Logistics	Sets up computer area at EVRC site (connect to database); monitors computer system; oversees data input and maintenance of agency, assets and volunteer data. Located 203 laptops for back up machines in case of electronic failure.
Database Manager	Logistics	Sets up computer area at EVRC site (connect to database); monitors computer system; oversees data input and maintenance of agency, assets and volunteer data. Located 203 laptops for back up machines in case of electronic failure.
EOC Liaison	EOC/ EMS Coordinator	Stationed at EOC; immediately accessible, must be knowledgeable about city, county and state resources and operations. Communicates emergency situation updates and volunteer needs to EVRC.
EVRC Manager	EOC/ EMS Coordinator	Immediately available and knowledgeable about city, county and state non-profit assistance. Oversees EVRC activation plan; starts call out procedure, opens EVRC, sets up schedule and assignments according those available; receives agency and volunteer requests and updates from EOC; works with Texas VOAD and CCVOAD for community and state available resources. Works with PIO to get info out to the public.
Greeter	Squad Leader	(Traffic Control) The purpose of this station is to greet potential volunteers and citizens, direct them to the correct location in the EVRC, and answer general questions. It is important for these volunteers to recognize people in crisis and to notify an EVRC Manager.
Intake Receptionist	Squad Leader	The Intake Receptionist should be set up in a location where it is the first thing the public sees as they enter the EVRC (circulation desk at library). The purpose of this station is to receive potential volunteers, hand out applications, and answer general questions. This station should have at least two or three Intake Receptionist Technicians assigned to it during peak times.
Language Coordinator	Logistics	Provides interpreters for EVRC site as needed (<i>Top needs are: Spanish, Mandarin, Farsi, Japanese, and Vietnamese</i>) Keep in touch with PISD Language Coordinator and the International Preschool for interpreters
Logistics Coordinator	EVRC Manager	Works with EVRC Manager to set up site; supervises site set up and operations; distributes operational materials/supplies; oversees set up of medical and refreshment areas.

Medical Tech	Logistics	Oversees set up of EVRC medical area; checks in all personnel by checking vitals and asking questions about health and medicines. Handles minor medical emergencies at EVRC site; arranges treatment/transportation to medical facilities as needed. Can send volunteers home or suggest they rest if necessary before taking a shift.
Phone Bank Staff	Phone Bank Supervisor	Two types -: Type one registers volunteers over the phone and directs callers to agencies/ resources based on their need. The second type will receive requests for agencies. These volunteers will have a form and a list of questions to ask agencies. A registration number will be given out to the agency, so their request can be followed up. Phone operators should participate in briefing sessions so they can provide up-to-date information.
Phone Bank Supervisor	Squad Leader	Sets up phone banks; supervises phone bank volunteers, responds to citizen/volunteer questions. Works with agencies to fill needs.
Recorder	Squad Leader	Records and tracks agency positions and placements on board, so everyone can see immediate needs and availability. <i>Must be a very detail orientated person</i>
Refreshment Coord.	Logistics	IMMEDIATELY sets up refreshment area at EVRC Site; maintains food/drinks and refreshment area supplies.
Runner		Assists EVRC Manager; delivers information/supplies as needed.
Screening/Assigning tech	Squad Leader	Responsible for reviewing application for additional skills and interests, times of availability and readiness to volunteer (not just today but in the future). Verifies name with driver's license or photo ID (staff initial), checks for an emergency contact name and number, special medical conditions (have volunteer initial if there is something in this spot) and reviews line that says "Volunteer Screening is the responsibility of the receiving agency/organization," and have them initial that (it is a type of release). Will work closely with Recorder to place volunteers.
Scribe	EVRC Mgr & Squad Leader	Documents all EVRC activities, spending, incidents and take minutes at shift debriefings. EVRC Manager, Squad Leaders, Logistics Coordinators and others should keep you informed when things occur so they can be documented
Site Coordinator	Separaten	Opens library designated as EVRC site and contacts appropriate staff; ensures delivery of EVRC site supplies; oversees facility operations. <i>(Fire and Police have access keys and codes at all libraries to open facilities, if needed.)</i>
Squad Leader	EVRC Manager	Contacts all squad volunteers; oversees set up of volunteer intake and screening/assignment areas at EVRC site; supervises intake and screening/assignment areas; notifies EVRC Manager of operational/volunteer needs

SAMPLE LIST OF EVRC SUPPLIES**EVRC SUPPLY BOX LIST**

The EVRC Supply Box should contain an ample supply of the following when you receive it:

Signs:

EVRC Banner (English and Spanish)

Volunteer Check-In

Volunteer Screening

Volunteer Orientation

Volunteer Registration

First Aid

Waiting Area

Applications:

Agency Applications

Volunteer Applications

VIP Applications (only used for those assigned B. to City personnel/assignments)

Individual and group time records

City of Plano Accident Forms

Volunteer Evaluation Forms

Incident Evaluation Forms

Log Book for Event and Costs

Hard Copy database, laptops w/ memory, printer, ink,

Office supplies:

Velcro

Tape – 2 rolls masking, 2 rolls duct and 4 rolls

Scotch

10 Sharpie Permanent felt pens

50 ballpoint pens

1 box of pencils

3 small pencil sharpeners (battery operated?)

6 each/1 box Hi-Lighters (yellow and pink)

1 box pushpins

4 In & Out trays

6 clipboards

2 boxes paper clips – various sizes

5 staplers

5 boxes staple refills

2 scissors

5 legal pads of paper

500 Name badges/ID cards

Stick-on name labels

File folders and labels

Post-it flip chart pad

General supplies

Phones – portable, cellular, hands

City and County maps

Emergency Contacts phone list

Volunteer job descriptions

Personal items

Tissue

Aspirin/Tylenol

Toothbrush/toothpaste

Women's personal hygiene items

Already at locations:

Battery operated radio

Midland Weather Radio from FD -- already in libraries

Battery-operated clock

Flashlights and batteries

Coffeemaker and supplies

First Aid supplies are already at EVRC locations

First-Aid Kit Contents

2-inch sterile roller bandages – 3

2-inch sterile gauze pads – 4-6

3-inch sterile roller bandages – 3

4-inch sterile gauze pads – 4-6

Antiseptic cleansing wipes (Alcohol preps)

Antiseptic ointment

Blood pressure cuffs

Assorted sizes of safety pins

Cleaning agent / soap

First aid tape roll

Hydrogen peroxide

Ibuprofen

Latex gloves – 1 box

Moistened towelettes

Petroleum jelly or other lubricant

Scissors

Sterile adhesive bandages in assorted sizes

Thermometer + covers

Toweling

Triangular bandages – 3

Tweezers

Tylenol

Uniscope

A STRATEGIC PLAN FOR VOLUNTEER ORGANIZATION

A SYSTEM FOR MANAGEMENT FOR VOLUNTEER PROGRAMS

P L A N

MISSION VISION GATHER INFORMATION AND ASSESSING NEEDS
--

O R G A N I Z E

BASIC ORGANIZATION OF A VOLUNTEER PROGRAM GOALS ACTION MEASUREMENT VOLUNTEER TASKS/ACTIVITIES
--

S T A F F

RECRUIT INTERVIEW AND SCREEN PLACEMENT

D I R E C T

SUPERVISION ORIENTATION AND TRAINING RECORD KEEPING MOTIVATION COMMUNICATION RECOGNITION

C O N T R O L

EVALUATION

THERE MUST BE CONTINUAL FEEDBACK AT ALL PHASES OF MANAGEMENT BETWEEN THE VOLUNTEER STAFF AND THE PAID STAFF. WITHOUT IT THE ENTIRE PROCESS WILL NOT WORK SMOOTHLY.

"NOTHING HAPPENS, BUT FIRST THE DREAM." "THE FUTURE BELONGS TO THOSE WHO BELIEVE IN THE BEAUTY OF THEIR DREAMS." ELEANOR ROOSEVELT	CARL SANDBURG
--	----------------------

Adapted from "Survival Skills for Managers", by Marlene Wilson.

WHERE TO BEGIN WITH YOUR VOLUNTEER PROGRAM?

Where to begin with your Volunteer Program?

Strategically thinking about what you are doing

- What are you supposed to be accomplishing?
- What are you accomplishing?
- Where do you want your program to be next year, 2 years from now, 3 years from now?
- What will it take to get there?
- How will you know when you have arrived?

Strategically thinking is a continuous process of: ©

1. involving the right stakeholders.
2. making internal and external assessments.
3. strategically defining direction.
4. identifying key priorities.
5. agreeing on the organizational plans.
6. monitoring the implementation of the plans.

Why think strategically?

Where have you been with your program?

- Where has your organization been?
- Who has contributed money?
- What significant events have made your organization what it is today?
- Who has served on your board?
- Who has volunteered for your organization?
- How many have volunteered?

Who cares about your program?

- What do your volunteers think about your program?
- What does the board think about your program?
- What does the staff think about your program?
- What does the community think about your program?
- What do funders think about your program?

What is happening out there in reference to your program?

- What areas in your community are impacting on how your program is currently operating?
- What areas state and nation wide are impacting on how your program is currently operating?
- How are the people in your community impacting on how your program is currently operating?

*M*ission Statement

(PLAN)

- What is the mission of your volunteer program?
- Why does your program exist?
- How does it impact on the organization it serves?

*V*ision Statement

(PLAN)

- What will your program look like in the future?
- What will it be accomplishing?

*V*ision Priorities

(PLAN)

HOW CAN VOLUNTEERS SUPPORT THESE?

- Considering the vision and the mission of your volunteer program, what steps will it take to get to the future of your volunteer program?

*G*oals

(ORGANIZE)

WHAT CAN VOLUNTEERS DO?

- What are some “things” that will help you make these priorities a reality?

- Which of these supports the priorities you have established in the most direct way and the simply nice to do goals?

*A*ctions

(ORGANIZE)

HOW WILL VOLUNTEERS DO IT?

- What specific steps are needed to ensure the goals are completed?
- Which ones should come first, second etc?
- Who should or can accomplish each one of these?
- Can you wrap your ARMS around these? (achievable, relevant, measurable, specific)

*M*easurement

(ORGANIZE)

WHAT WILL SUCCESS LOOK LIKE?

- What will success look like when these are completed?
- How will you know they have hit the target you were aiming for?

*W*hat Organizational Planning Can

Do for Your Organization? ©

- Assist in achieving clarity and agreement on an organization's mission and vision while at the same time ensuring the staff is aligned on the same purpose.
- Ensure the organization is practicing effective stewardship to maintain their clients trust.
- Helping to determine what is occurring when there is change and how your organization can manage it.
- Determine what impact strategic thinking can have on decision making and problem solving.
- Assist in continuously improving what you are doing.

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ORGANIZATIONAL SURVEY

COMPLETED THE FOLLOWING	YES	NO
Has there been a needs assessment performed?		
Is there a current vision and mission statement pertaining to volunteers in the organization?		
Has a goal been established for the volunteer placement?		
Are there policies and procedures in place?		
Are there written task descriptions?		
Are there written performance expectations?		
Is the staff trained to work with volunteers?		
Is there a volunteer handbook containing policies, procedures, history, staff names and positions, tasks descriptions, performance standards, background check information, etc.?		
Have the roles of paid and volunteer staff members been clarified?		
Is there a budget to support the use of volunteers?		
Has a recruitment strategy been developed for potential volunteers? Is there a plan?		
Have you completed a marketing analysis of the best way to recruit?		
Is there a recognition plan in place?		
Is there a training plan in place for volunteers including an orientation?		
Do you know when, where, and how volunteers will fulfill their responsibilities?		
Have clear lines of communication between paid staff, volunteer staff, the volunteer program manager, etc. been developed?		
Have the mechanisms for solving volunteer disputes been developed?		
Is there a clear allocation of space, parking, technological assistance, etc. for the volunteers?		
Has a method of where to keep volunteer's applications, time records, evaluations, recognition's received and other data to be stored been determined?		
Is there a volunteer evaluation system in place?		
Is there a system in place about how the evaluations will be conducted?		
Have you determined the expected outcome of the volunteer's service?		
Have you determined what your agency offers volunteers?		
Have you developed an interview plan?		

COMPETENCY STATEMENTS**SUMMARY OF COMPETENCY STATEMENTS
FROM THE ASSOCIATION FOR VOLUNTEER ADMINISTRATION**

- I. COMMITMENT TO THE PROFESSION:
 - A. Ethical Practice
 - 1. Profession Ethics in Volunteer Administration
 - a. Awareness
 - b. Commitment
 - 2. Ethical Decision Making
 - B. Theories of Leadership
- II. PLANNING AND CONCEPTUAL DESIGN
 - A. Knowledge of Organizations
 - 1. *Organizational Overview*
 - a. *Mission*
 - b. *Structure & Governance*
 - c. *Policies & Procedures*
 - d. *Communication Channels*
 - 2. Organizational Resources
 - a. Human Resources
 - b. Financial Resources
 - 3. Organizational Operations
 - a. Programs & Services
 - b. Stakeholders
 - B. The Planning Process
 - 1. *Elements of Strategic Planning*
 - 2. Elements of Operational Planning
 - 3. Implementation
 - 4. Evaluation
- III. RESOURCE DEVELOPMENT AND MANAGEMENT:
 - A. Volunteer Systems Management
 - 1. *Organizational Readiness*
 - 2. *Identification of Volunteer Roles*
 - 3. *Recruitment*
 - a. *Theories*
 - b. *Marketing strategies*
 - 4. *Placement Process*
 - a. *Screening*
 - b. *Interviewing*
 - c. *Placement*
 - 5. *Recordkeeping*
 - B. Volunteer Performance Management
 - 1. *Orientation*
 - 2. *Training*
 - a. *Design*
 - b. *Implementation*
 - 3. Theories of Supervision
 - 4. Supervisory Situations

- a. On-site/Off-site
 - b. Individual/Group
 - c. Ongoing/Episodic
 - C. Staff/Volunteer Relationships
 - 1. *Staff Engagement*
 - 2. Staff Training
 - 3. Team Building
 - a. Consensus Building
 - b. Conflict Resolution
 - D. Risk Management
 - 1. Identification/assessment
 - 2. Evaluation
 - a. Applications
 - b. Record Checks
 - c. Training
 - d. Supervision
 - E. Financial Resource Management
 - 1. Types
 - 2. Donor Identification
 - a. Contributors
 - b. Volunteers as donors
 - c. Special Events
- IV. ACCOUNTABILITY:
 - A. Monitoring and Evaluation
 - 1. Methodologies
 - a. Measurements
 - b. Data Collection
 - c. Outcomes
 - 2. Customer Service
 - B. Reporting
 - 1. Program
 - 2. Finances
 - a. Budgeting
 - b. Monitoring
- V. PERSPECTIVE AND RESPONSIVENESS
 - A. Cultural Competence
 - 1. Human rights
 - 2. Diversity
 - 3. Inclusively
 - B. Global Volunteerism

- C. Managing Change
 - 1. Theory
 - 2. Strategies
- D. Strategic Relationships
 - 1. Theory
 - 2. Strategies
 - 3. Partnerships
 - 4. Networks

References

Key Words: Medical Reserve Corps, Citizen Corps, disaster preparedness, emergency management, Gateway to Care

This program would have never been initiated without the hard work and vision of the following individuals:

Judge Robert Eckels - County Judge, Harris County

Ron Cookston, PhD Education - Director, Gateway To Care – Harris County Community Access Collaborative

Mark Sloan – Harris County, County Judge's Office. Community Service and Special Projects

Jean Dols, PhD – VP of Strategic Planning

King Hillier – Director of Legislative Relations, Harris County

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Glossary of Acronyms

ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ARRL	American Radio Relay League
BIA	Bureau of Indian Affairs
BTS	Border and Transportation Security (Branch of DHS)
CAT	Crisis Action Team (located at DHS headquarters)
CBRNE	Chemical, Biological, Radiological, Nuclear or Explosive
CC	Citizen Corps
CCC	Citizen Corps Councils
CCP	Citizen Corps Program
CDC	Centers for Disease Control, U.S. Public Health Service
CDRG	Catastrophic Disaster Response Group
CERT	Community Emergency Response Teams
COAD	Community Organizations Active in Disasters (includes corporations, entrepreneurs and government agencies, as well as voluntary organizations)
COG	Continuity of Government
CONPLAN	U.S. Government Interagency Domestic Terrorism Concept of Operations Plan
COOP	Continuity of Operations
CSID	Centralized Scheduling and Information Desk
DFO	Disaster Field Office
DHS	Department of Homeland Security
DISC	Disaster Information Systems Clearinghouse
DOD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
EMI	Emergency Management Institute (in Emmitsburg, Md.)
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ERT	Emergency Response Team (sent to disasters)
ESF	Emergency Support Function (located in the EST; includes staff members of Federal Response Plan participants)
EST	Emergency Support Team (located in FEMA headquarters)
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FRP	Federal Response Plan (Plan that includes multiple federal agencies under FEMA's oversight to respond to presidentially declared disasters; now called the NRP)
GPS	Global Positioning System
GSA	General Services Administration
HF	High Frequency
HHS	Department of Health and Human Services
HLT	Hurricane Liaison Team (FEMA staff who join with NOAA staff and others during hurricane events)
HMGP	Hazard Mitigation Grant Program
HSGP	Homeland Security Grant Program
IACP	International Association of Chiefs of Police

IC	Incident Commander
ICS	Incident Command System
Jaycees	Junior Chamber of Commerce
LEPC	Local Emergency Planning Council
LETPP	Law Enforcement Terrorism Prevention Program
MERS	Mobile Emergency Response System (deployed to disaster sites to provide on-site management of disaster response activities)
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
MRE	Meals Ready to Eat
NFIP	National Flood Insurance Program (overseen by FEMA)
NIMS	National Incident Management System (a nationwide approach for federal, state, and local governments to work together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity)
NOAA	National Oceanic and Atmospheric Administration
NRC	Nuclear Regulatory Commission
NRP	National Response Plan (replaces the FRP)
NSA	National Sheriffs Association
NVOAD	National Voluntary Organizations Active in Disasters
NW	Neighborhood Watch
ODCEM	Oklahoma Department of Civil Emergency Management'
ODP	Office of Domestic Preparedness (Previously part of the Department of Justice, now part of BTS)
OEP	Office of Emergency Preparedness, U.S. Public Health Service
ROC	Regional Operations Center
RSVP	Retired Senior Volunteer Program
SBA	Small Business Administration (provides disaster assistance along with FEMA)
SCO	State Coordinating Officer
SHSP	State Homeland Security Program
SOP	Standard Operating Procedure
TARC	Texas Association of Regional Councils
TSA	Transportation Security Administration
TTT	Train the Trainer
UOW	USAonWatch
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USFA	U.S. Fire Administration (part of FEMA)
USN	United States Navy
USV	Unaffiliated Spontaneous Volunteers
VAL	Voluntary Agency Liaison
VFW	Veterans of Foreign Wars
VIPS	Volunteers in Police Service
VISTA	Volunteers in Service to America
VOAD	Voluntary Organizations Active in Disasters (local versions of NVOAD)
WMD	Weapon of Mass Destruction

Attendees to the Volunteers in Homeland Security Conference

This information was the information that the attendee provided at the time of the conference. With the nature of email and other factors this information is of course subject to change.

First	Last	<u>E-mail at the time of the Conference</u>	Phone
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Lee D.	Arning, Jr.	larning@dallascounty.org	(214) 819-2030
Donald	Aunapu	daunapu@dps.state.nm.us	(505) 476-9689
Dave	Baer	dbaer@csctulsa.org	(918) 585-5551 ext 232
Christel	Barnes	barnesc@arkansasredcross.org	(501) 748-1080
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Sherry	Bell	s.bell@mail.uhs.utexas.edu	(512) 475-8458
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Juliette	Brown		
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